

Effective 31 July 2002

Training

Recruiting Company Production Management System

For the Commander:

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**History.** This regulation revises USAREC Reg 350-9 which is effective 31 July 2002.

**Summary.** This regulation establishes policies and procedures for the use of the Company Production Management System.

**Applicability.** This regulation applies to recruit-

ing company level leadership of Regular Army, United States Army Reserve, and civilian recruiters. If any provisions of this regulation not required by law conflict with the terms of a collective bargaining agreement, the collective bargaining agreement shall take precedence.

**Proponent and exception authority.** The proponent of this regulation is the Director of Recruiting Operations. The proponent has authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of lieutenant colonel or civilian equivalent.

**Army management control process.** This regulation contains management control provisions in accordance with AR 11-2 but does not

identify key management controls that must be evaluated.

**Supplementation.** Supplementation of this regulation is prohibited.

**Suggested improvements.** The proponent agency of this regulation is the Office of the Director of Recruiting Operations. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCRO-PP), Fort Knox, KY 40121-2726.

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## **Glossary**

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## **Chapter 1**

### **Introduction**

#### **Section I**

##### **General**

##### **1-1. Purpose**

a. This regulation establishes policies and procedures for the use of the Company Production Management System. This system's intent is to identify those minimum elements of data that recruiting company (Rctg Co) commanders and first sergeants (1SGs) must manage and supervise to accomplish the recruiting mission. It is anticipated that a portion of serving Rctg Co commanders will remain with the United States Army Recruiting Command (USAREC) for further service, and many of today's 1SGs will be called upon to serve as future recruiting battalion (Rctg Bn) sergeants major. For that reason, it is essential that Rctg Co leadership time served, not only facilitate mission achievement, but prepare the users of this regulation for service in higher leadership positions. The standardization prescribed in this regulation will serve to ensure that officers and senior non-commissioned officers (NCOs) are able to perform with distinction in any recruiting brigade (Rctg Bde) in the command.

b. In addition, the command recognizes the technical competence, special skills, and abilities of senior NCOs in the recruiting enterprise. In appendix B, the company leadership team (CLT) will have the opportunity to delineate authority for specific tasks in the recruiting process.

##### **1-2. References**

a. Required and related publications and prescribed and referenced forms are listed in appendix A.

b. It is essential that the CLT thoroughly familiarize themselves with recruiter and recruiting station (RS) commander responsibilities as contained within USAREC Reg 350-6 and USAREC Reg 350-7 in order to properly supervise subordinate activities.

##### **1-3. Explanation of abbreviations**

a. Abbreviations used in this regulation are explained in the glossary. The acronym MET applies to mental evaluation testing as well as the Mobile Examining Team.

b. The term CLT applies to the Rctg Co commander and 1SG only.

#### **Section II**

##### **Concept**

##### **1-4. Mission**

To command, supervise, and train assigned RS commanders and recruiters to accomplish the assigned monthly RS mission with absolute integrity, while observing all current policies and regulations.

##### **1-5. Production management**

Production management techniques described in this regulation are structured to conform with the steps of the recruiting process as shown in USAREC Reg 350-7, figure 1-1. Production management tools used by the CLT to manage production are presented in appendixes B through Q. Use of these forms are mandatory, except where otherwise specified in the appendixes.

#### **Chapter 2**

### **Command and Management**

#### **Section I**

##### **General**

##### **2-1. Command functions**

The CLT will receive command and management directives from the battalion leadership team (BLT). Although reports may be received or furnished by various personnel assigned or attached to the Rctg Co headquarters, command and management functions are performed by the Rctg Co commander or 1SG only.

##### **2-2. BLT and CLT daily performance review**

a. The CLT will telephonically contact the BLT or their staff each duty day. The purpose of this contact is to provide production-related reports and to receive guidance concerning recruiting operations, administration, and logistics.

b. Reports and records associated with the BLT and CLT daily review are structured to correspond with the steps of the recruiting process and are summarized at appendix C.

c. In support of production, the CLT can expect to receive the following reports from the Rctg Bn staff:

- (1) Seven to 30-day packet check.
- (2) Accrued leave roster.
- (3) Rctg Bn approved school directory of all Tier I and Tier II schools in accordance with USAREC Reg 601-101.
- (4) Copy of most recent recruiting market analysis (RMA).
- (5) Copy of Rctg Bn updated waiver log weekly.
- (6) E-mail and Recruit Quota System messages, as appropriate.
- (7) Inspector general (IG), Rctg Bde, and Rctg Bn inspection reports.
- (8) Mission confirmation memorandum.
- (9) Monthly awards status of each recruiter.
- (10) Monthly Market Share Report.
- (11) Periodic run of the OCS/WOFT/Nurse Reporting System.
- (12) Quarterly training guidance.
- (13) Rctg Bn high school (HS) and college plans.
- (14) Roster of projected shippers in accordance with USAREC Reg 601-96.
- (15) Schedules for:
  - (a) Student Armed Services Vocational Aptitude Battery (SASVAB) sessions.
  - (b) Funded Delayed Entry Program (DEP) and/or centers of influence (COI) functions.
  - (c) Total Army Involvement in Recruiting (TAIR) and/or United States Army Recruiting

Support Battalion (RSB) exhibits.

(d) Scholar/athlete awards.

(16) Shipper roster (Regular Army (RA) and/or United States Army Reserve (USAR)).

(17) Substitution rules (quarterly or whenever changed).

(18) Troop program unit (TPU) fill data (from FORSTARS).

(19) Unit manning roster.

(20) Enlistment Standards Program Reports (Volume II).

##### **2-3. CLT and RS commander daily performance review**

CLT and RS commander daily performance review (DPR) is a vital part of mission accomplishment. It is the most critical task that must be accomplished each duty day. Intense CLT DPR will cause the RS commander to do intense DPR. Your effectiveness in DPR will be reflected in your mission box accomplishment each month. The CLTs will conduct DPR telephonically with their RS commanders using the remote DPR feature, but as a minimum, will be conducted face-to-face once each week, unless geographic dispersion prohibits. DPR will be accomplished daily (see app D).

##### **2-4. Reception and integration**

CLTs will ensure that newly assigned personnel are sponsored. The goal is to achieve a smooth transition to recruiting duties. Sponsorship responsibilities are outlined in AR 600-8-8.

#### **Section II**

### **Management Functions**

##### **2-5. Administration**

Efficient administration of the Rctg Co minimizes the impact of distractions upon RS commanders and production recruiters. The CLT will ensure an adequate stock of production-related materials are on hand and Rctg Co reference and functional files are properly maintained. All forms and records described within this regulation will be maintained within the active files for a period of 12 months, unless specifically stated otherwise.

##### **2-6. Security**

Commanders will ensure:

a. All Enlistment Screening Test (EST) materials, negotiable instruments, computer equipment, and vehicles are secured at RS and Rctg Co level in accordance with applicable directives.

b. All personnel are aware of actions required in the event of bomb threats, civil disturbances, or terrorist situations.

##### **2-7. Rctg Co operations**

The CLT will review and provide guidance on the Army Recruiting Information Support System (ARISS) workstation to facilitate efficient daily review and posting of accurate data (see app E). Other essential administrative and logistical papers as determined necessary by the

CLT may be included in a binder for ready reference. The CLT will:

- a. Establish hours of operation for the Rctg Co headquarters and ensure the RS commanders are aware of the CLT's location when away.
- b. Train all assigned RS commanders to assume duties as Rctg Co 1SG in the event of the 1SG's absence (mentoring) and designate a field 1SG to handle 1SG duties whenever necessary.

## **2-8. Logistics**

The CLT will ensure:

- a. The Rctg Co headquarters and all RSs present a clean and professional appearance, and that requests for facility maintenance are forwarded expeditiously to the Rctg Bn. For further guidance see USAREC Reg 405-1.
- b. All janitorial services are provided in accordance with lease arrangements.
- c. Appropriate space is provided to conduct interviews and administer screening tests within each RS.
- d. Each Government-furnished vehicle is used for official business only and maintained by a designated individual in accordance with USAREC Reg 56-1.
- e. All domicile-to-duty travel is properly approved and documented in accordance with USAREC Reg 56-1.
- f. All assigned property is properly inventoried, managed, and accounted for on hand receipt to the lowest level.
- g. Required expendable supplies are on hand.
- h. Personal telephone calls are not made at Government expense.

## **Section III**

### **Operations and Production Analysis**

#### **2-9. Rctg Co Operations and Market Analysis Board**

The Operations and Market Analysis Board provides the CLT a method of examining the Rctg Co's market achievements in relation to market segments and RS zones. A careful analysis will aid in producing plans and strategies to increase production (see app G).

#### **2-10. Market penetration**

The Market Share Report, provided monthly by the Rctg Bn, will be used by the CLT to evaluate market penetration.

- a. It is reasonable to expect Army penetration to exceed the other services in all cases.
- b. Appendix H outlines a method of reviewing market share data. This review will be conducted monthly with assigned RS commanders.

#### **2-11. Contract and accession production**

- a. Leadership of the production mission is based upon analysis of contract accomplishment in relationship to straight line glide path. The CLT may reasonably expect that continuous testing of qualified applicants by RSs will yield an even, continuous, flow of contracts. Al-

though at recruiter and RS level this may not be the case. CLT leadership decisions and actions, as indicated by current production status must therefore ensure:

- (1) RS commanders enforce prospecting standards.
- (2) The sales force employs efficient prospecting and sales techniques.
- (3) Effective DEP and Delayed Training Program (DTP) maintenance is accomplished following enlistment.
- (4) Training is accomplished to improve or sustain recruiting efficiency.
- b. Recruiting production is evaluated using the management and analysis techniques described within this regulation.

## **Chapter 3**

### **Mission Planning**

#### **3-1. Mission**

The CLT is responsible for RS and Rctg Co mission box success through:

- a. Leadership exercised over RS commanders and recruiters.
- b. Providing guidance for effective planning and execution of RS mission accomplishment.
- c. Effective analysis and troubleshooting of the Station Production Management System.
- d. Maintaining a high level of leadership and sales proficiency through effective training and development of subordinates.
- e. Supervision, training, resourcing, and welfare of all personnel assigned or attached to the Rctg Co.
- f. Identifying training needs by evaluating "choke points."

#### **3-2. Time management**

Effective management of time increases the probability of mission box success by ensuring nonmission-essential tasks are not allowed to infringe upon critical recruiter sales-related tasks or the training of those tasks.

## **Chapter 4**

### **Prospecting**

#### **Section I**

##### **General**

#### **4-1. Purpose**

This chapter contains policy and guidance for the leadership of RS commanders as they manage the prospecting and lead generation efforts of recruiters. The CLT will ensure prospecting and lead generation activities directed by RS commanders are geared toward mission.

#### **Section II**

##### **Policy**

#### **4-2. Recruiting zones**

The CLT will ensure:

- a. RSs are assigned a specific geographic zone with an identifiable market that is capable of supporting the assigned mission.

- b. Recruiters do not actively prospect outside of their assigned RS zones.

- c. All territory within the Rctg Co boundaries is assigned to RSs and individual recruiters, and zones are observed during all prospecting activities. Assignment of processing responsibility will be in accordance with USAREC Reg 600-22.

#### **4-3. Work ethic**

The CLT will ensure each RS's lead generation activities and prospecting efforts are sufficient to achieve the assigned mission. A recruiter's work ethic is determined by the RS commander and individual recruiter conversion data.

## **Section III**

### **Lead Generation**

#### **4-4. General**

The CLT will ensure, via inspections and DPR, that RS prospecting efforts are developed using the broad variety of lead sources. See USAREC Reg 350-6 and USAREC Reg 350-7 for additional information on lead generation.

#### **4-5. DEP and DTP referrals (P-2)**

The CLT will:

- a. Ensure that each RS generates DEP and DTP referrals.
- b. Ensure DEP and DTP functions are well planned, resourced, and executed. Guidance for DEP and DTP functions is contained in USAREC Reg 601-95.
- c. Ensure DEP contacts are in accordance with USAREC Reg 601-95.

#### **4-6. Face-to-face lead generation (P-3)**

The phrase "face-to-face lead generation" means that a recruiter is physically in his or her RS's area actively seeking names, addresses, and/or telephone numbers. Face-to-face lead generation is accomplished in person by the recruiter and not telephonically. RS commanders will ensure the face-to-face method of lead generation is properly planned and entered in the recruiter's planning guide. This method of lead generation is designed to obtain maximum exposure in the recruiter's area plus the benefit of telling the Army story in accordance with USAREC Pam 350-7 and USAREC Manual 100-5.

#### **4-7. TAIR events**

Specific information and responsibility concerning TAIR is contained in USAREC Reg 601-85.

#### **4-8. Utilization of COIs and very important persons**

The CLT will ensure that COI and very important person (VIP) events are well planned, resourced, and executed. Commanders will attend Rctg Co COI and VIP events, and whenever possible, events scheduled by individual recruiters or as RS projects.

#### **4-9. TPU referrals**

The CLT will ensure individual RS commanders accomplish the following:

a. Assign a recruiter to work closely with each TPU administrator, supply technician, or retention NCO in order to facilitate the USAR enlistment process.

b. Ensure recruiters maintain close contact with members of the TPU by occasionally attending USAR unit meetings, developing COIs among unit members, and aggressively seeking referrals.

c. Ensure recruiters develop a harmonious working relationship with the USAR 79V retention and transition NCOs. This should facilitate the flow of nonprior service referrals to recruiters and prior service referrals to 79Vs.  
NOTE: Reserve Partnership Counsel meetings should be attended by all.

#### **4-10. Active Duty for Special Work Program**

The CLT will ensure that RS commanders use this resource effectively and report the progress of active duty for special work (ADSW) personnel in generating leads.

#### **4-11. Automated lead refinement lists**

During RS visits the CLT will ensure:

a. School automated lead refinement lists (ALRLs) are constructed using the Create List feature on the RWS and contacted within the period outlined in USAREC Reg 350-6.

b. Prospecting from ALRLs is accomplished according to mission requirements and in accordance with contact milestones outlined in USAREC Reg 350-6.

### **Section IV**

#### **Prospecting Methods**

#### **4-12. Telephone prospecting (P-1)**

The CLT must ensure each RS conducts telephone prospecting in accordance with USAREC Reg 350-6 and USAREC Reg 350-7.

#### **4-13. Referral prospecting (P-2)**

The CLT will ensure that all recruiters actively solicit referrals. Referrals can be extremely effective lead sources. Referrals tend to be more receptive to the Army than applicants from other lead sources. They have been referred by someone they know and trust, which gives the recruiter instant credibility in the eyes of the referral. See USAREC Reg 350-6 and USAREC Reg 350-7.

#### **4-14. School prospecting (P-3)**

The CLT will ensure prospecting activities are not restricted to a particular market. Prospecting must be accomplished in the entire school market, with emphasis placed on students taking courses that indicate they intend to further their education, thereby increasing the probability of contact with Priority 1 test score category students. See USAREC Reg 350-6, USAREC Reg 350-7, and USAREC Pam 350-13.

#### **4-15. College prospecting**

The CLT will establish an Army presence on the campus of 2- and 4-year colleges, community colleges, and postsecondary vocational-technical schools. Prospecting must be accomplished in the entire postsecondary school market with emphasis placed on recruiting activities that will influence this market to increase production (see USAREC Reg 601-104).

#### **4-16. Face-to-face prospecting (P-3)**

The phrase "face-to-face prospecting" means that a recruiter is physically in his or her RS's area prospecting from a list of previously identified leads actively seeking an appointment. Face-to-face prospecting is accomplished in person by the recruiter, not telephonically. RS commanders will ensure the face-to-face method of prospecting is properly planned and entered in the recruiter's planning guide. This method of prospecting is designed to obtain exposure in the recruiter's area plus the benefit of telling the Army story in accordance with USAREC Pam 350-7 and USAREC Manual 100-5.  
NOTE: The face-to-face method of prospecting will be used when a prospect cannot be contacted via the telephone or when visiting the prospect will be more appropriate.

#### **4-17. Walk-in and call-in prospects (P-3)**

a. The CLT will ensure the RS in whose zone the applicant resides (see USAREC Reg 600-22 for exceptions) processes walk-in and call-in prospects.

b. All Army Medical Department (AMEDD) and AMEDD student leads (those individuals who are currently registered nurses that are students in a registered nurse program) will be transferred directly to the appropriate health care recruiter (HCR). At no time will RA or USAR field recruiters attempt to process any nurse or nursing student, this does not include 91CC or 91VC, which may be processed by RA and USAR recruiters. This includes nurse transfers from the Individual Ready Reserve to a TPU. RS commanders will ensure referral to the health care recruiting team or through the CLT to the nearest HCR. If after an interview with the HCR, the individual does not qualify or does not desire the AMEDD option, the RS making the original referral should process the applicant for a possible enlistment.

#### **4-18. Internet prospecting (P-4)**

As the newest type of prospecting, Internet prospecting can reach more people, more quickly than any other type. A greater number of people are spending more time on the Internet every day, so there is a growing and enormous potential to contact and spark interest in these "cyber prospects." Research Web sites, chat rooms, discussion groups, and newsgroups that are popular in your recruiting area. Once identified, inquire about posting links to the GOARMY.com homepage from these Web sites and direct people to the recruiter chat area. Additionally, inquire about posting your RSs' or individual recruiter's e-mail addresses on colleges, tech-

nical colleges, universities, and employment agencies Web sites. By accessing the USAREC homepage and going to the recruiter area you will find "How to use e-mail to assist your recruiting efforts." This section contains information that can be used to formulate a plan to use e-mail as a combat multiplier. Use good judgment when online and comply with USAREC policies concerning Internet usage, access, and content. Prior to using the Internet or e-mail for prospecting, contact your Rctg Bn advertising and public affairs office for guidance. Share ideas with fellow recruiters to further develop this form of prospecting.

### **Section V**

#### **Scheduling Appointments**

#### **4-19. Documentation**

The CLT will ensure the following administrative actions are accomplished within each RS:

a. All personal data will be stored in the recruiter workstation (RWS) within the Leads-Reports application. Leads that are generated will be entered into the RWS regardless of an appointment being made or not.

b. All records (status codes) are changed in accordance with the processing cycle (i.e., lead; prospect; applicant; and DEP, DTP, and unit members).

c. The RS commander approves all status code changes. This will ensure reports are populated correctly.

d. Recruiting personnel are on time for appointments and their personal appearance is impeccable.

e. Particular enlistment options or military occupational specialties are not guaranteed to prospects during the sales interview.

f. Privacy Act requirements are observed by all recruiting personnel.

g. Provisions of USAREC Reg 350-6 are strictly adhered to.

#### **4-20. Centralized prospect data record file system**

The prospect data record (PDR) file system provides a centralized record of all prospects who have enlisted, been terminated, or permanently disqualified. The CLT will ensure the three divisions of this system are maintained by each RS commander as required by USAREC Reg 350-7 or until the life cycle of these files has expired. The CLT will further ensure that each RS commander accomplishes a review of the PDR files on the RWSs as specified within USAREC Reg 350-7.

### **Chapter 5**

#### **Selling**

### **Section I**

#### **General**

#### **5-1. Purpose**

This chapter contains policy and guidance to be used by the CLT in managing the conduct of the

sales process by recruiting personnel.

## **Section II**

### **The Sales Interview**

#### **5-2. Responsibilities**

- a. It is the responsibility of each level of command to ensure recruiters are knowledgeable and able to conduct an effective sales interview.
- b. If a recruiter is unable to sell, the chain of command will assess the problem to determine what, if any, remedial training is needed.
- c. Through careful analysis of a recruiter's conversion rate for each step of the enlistment process, and use of the troubleshooting guide contained in USAREC Reg 350-7, appendix E, the chain of command can pinpoint precisely what type of sales training an individual recruiter requires. However, analysis of data, will never actually replace going with a recruiter on a sales presentation to determine training needs and conducting hands-on training.
- d. Coordination between the CLT and the RS commander, and the individual recruiter sales training needs is critical to successful mission accomplishment.

#### **5-3. Applicant commitment to processing**

The CLT will ensure that all recruiting personnel strive to obtain a commitment to enlist or apply for commissioning from every qualified prospect interviewed.

#### **5-4. Referrals**

The CLT will ensure RS commanders emphasize the importance of asking for referrals upon the conclusion of each sales interview.

#### **5-5. Analysis of sales interview volume**

The number of sales interviews conducted in relation to the number required by the RS's conversion data provide the CLT an indication of recruiters' sales activity within each RS. Recruiter activity which fails to meet requirements must be increased through training and leadership provided by the RS commander, with assistance from the CLT. The CLT will supervise and train RS commanders, as required, to obtain the desired results.

## **Chapter 6**

### **Processing**

#### **Section I**

##### **General**

##### **6-1. Purpose**

This chapter provides policies and guidance to the CLT regarding processing of applicants for enlistment.

##### **6-2. Policy**

The CLT will set an ethical example and ensure, through DPR and periodic RS visits, that:

- a. Recruiting personnel process all applicants with honesty and integrity in accordance with all

regulatory guidance. See USAREC Reg 600-25 and USAREC Reg 601-45.

- b. All applicants processing for enlistment must meet basic eligibility requirements as specified in AR 601-210 and current DEP constraints.

- c. All documents and records involved with the processing cycle are verified and prepared accurately to preclude erroneous or fraudulent enlistments.

- d. Results of applicant processing received at the RS each day from ARISS are recorded on management forms referred to in this regulation.

- e. Recruiters are prohibited from using privately-owned vehicles for the transportation of prospects or applicants in accordance with USAREC Reg 600-25.

- f. The Rctg Co commander may approve recruiter change of credit during processing, which will be documented in the enlistment packet in accordance with USAREC Reg 600-22.

## **Section II**

### **Applicant Testing**

#### **6-3. Testing procedures**

The CLT will ensure:

- a. The RS commander monitors testing activity to discourage recruiters from spending valuable time testing applicants who fail to demonstrate the potential for mental qualification via screening tests.

- b. RS commanders ensure recruiters are thoroughly familiar with the testing guidelines contained within AR 601-210.

- c. Recruiting personnel are aware of any special requirements or policies of the Military Entrance Processing Station (MEPS) (e.g., a local requirement for social security number verification at the test site).

- d. Recruiters are trained to tactfully advise applicants of their disqualification, and to request referrals.

NOTE: The CLT may require RS commanders to report Windows Computerized Adaptive Screening Test and EST scores for prospects taking the MET test. A comparison of predicted scores with actual results might provide an indicator of improper screening test administration procedures.

## **Section III**

### **Applicant Qualification**

#### **6-4. Procedures**

Individuals determined to be mentally and morally qualified may be processed for enlistment. RS commanders must report the requirement for special tests (Officer Candidate School (OCS), Warrant Officer Flight Training (WOFT), and other special enlistment options) to the CLT during DPR.

## **Section IV**

### **Enlistment Packets**

#### **6-5. Procedures**

The CLT will ensure enlistment packets are not forwarded to MEPS prior to being reviewed by the RS commander for administrative correctness and for all supporting documents required for enlistment. Additionally, the CLT will monitor the percentage of GO and NO-GO packets through the senior guidance counselor.

## **Section V**

### **MEPS Processing Phase (Floor)**

#### **6-6. Scheduling applicants for processing**

- a. The CLT is responsible for managing, through DPR utilizing the ARISS RWS Top of the System (TOS) feature, the flow of applicants into MEPS and will review the next day's ARISS MEPS processing list (PL) prior to conducting DPR with the RS commander.

- b. The CLT will ensure that all processing of applicants is being scheduled using the ARISS Projection/Replication process.

#### **6-7. Medical processing**

All applicants must meet procurement physical fitness standards as prescribed in AR 40-501 and AR 600-9. The CLT will ensure RS commanders have recruiters obtain any required medical documentation prior to scheduling the physical.

## **Section VI**

### **Waiver Preparation**

#### **6-8. Procedures**

The CLT will ensure recruiting personnel adhere to waiver processing procedures outlined in AR 601-210 and USAREC Reg 601-56.

- a. The CLT will review moral waiver requests for accuracy and regulatory compliance before forwarding it to the Rctg Bn.

- b. The CLT will ensure that all waiver screens on the RWS have been completed so waivers can be tracked properly.

## **Chapter 7**

### **Enlistment Maintenance (DEP and DTP)**

#### **Section I**

##### **General**

##### **7-1. Purpose**

- a. This chapter provides the CLT with guidance and procedures for managing DEP and DTP maintenance efforts of the RS.

- b. USAREC Reg 601-95 is the proponent regulation for DEP and DTP maintenance.

## **Section II**

### **Policy**

#### **7-2. DEP and DTP followup procedures**

- a. Upon applicant enlistment the CLT will ensure:

- (1) RS commanders monitor the scheduling of the initial orientation in accordance with

USAREC Reg 601-95.

(2) RS commanders are annotating the SC comment area on the PDR file on the RWS.

(3) Referrals are being solicited during each contact and during DEP functions.

(4) Recruiters are striving to ensure each DEP member:

(a) Achieves a DEP referral award before shipment.

(b) Completes USAREC Form 1137 (DEP/ DTP Pre-BT Tasks List) for promotion to E-2 or E-3.

b. The CLT will:

(1) Monitor the number of referrals provided by DEP and DTP members.

(2) Ensure USAREC Form 512 (Regular Army and Reserve Components Referral Sheet) is properly completed and forwarded to the senior guidance counselor for enclosure in the DEP member's packet or forwarding to the DTP member's unit upon contracting a referral.

### 7-3. DEP functions

The CLT will assist in DEP function planning and ensure functions are scheduled and carried out, as required, in accordance with USAREC Reg 601-95.

### 7-4. DEP and DTP ownership and transfers

The CLT will ensure all DEP and DTP enlistees (to include courtesy ships) are the personal responsibility of the recruiter of credit or the RS commander. The CLT will supervise the RS commander to ensure the transfer of DEP and DTP ownership complies with USAREC Reg 601-95.

### 7-5. DEP and DTP loss projections

The CLT will ensure RS commanders understand the importance of DEP and DTP loss projections to mission achievement. Upon notification of a potential DEP or DTP loss, the CLT will:

a. Notify the Rctg Bn of the impending loss and annotate the DEP Separation Log located at the TOS.

b. Where appropriate, assist the RS commander in reestablishing the DEP or DTP member's commitment to Army service.

### 7-6. DEP and DTP discharge initiation

The CLT will:

a. Become familiar with USAREC Reg 601-95 and USAREC Reg 601-56.

b. Review USAREC Form 986 (Separation Request Form) for completeness and required documentation in accordance with USAREC Reg 601-56, and forward the form and any additional information required by local policy to the Rctg Bn.

c. When requested by the RS commander, assist in interviewing potential DEP and DTP losses that are savable (i.e., apathy, potential failure to graduate, overweight, etc.).

d. Ensure DEP losses are posted to all applicable forms.

e. Manage DTP losses in accordance with USAREC Reg 601-95.

f. Ensure that the TPU commander or representative is notified of impending loss; solicit his or her input concerning the potential loss and record comments on USAREC Form 986.

g. In case of apathy DTP loss, request the TPU commander or representative assist the recruiter with reestablishing the member's commitment to USAR service and shipping.

## Section III

### Shipment of RA and USAR Enlistees

#### 7-7. CLT responsibilities

a. Ensure RS commanders have all DEP and DTP shippers fully prepared for processing at the scheduled date and time in accordance with USAREC Reg 350-6.

b. Ensure RS commanders have arranged transportation for individuals processing, and required documents are in the possession of each DEP and DTP shipper.

## Chapter 8

### School Recruiting Program

#### 8-1. General

This chapter outlines policy, guidance, and procedures for management of the School Recruiting Program (SRP). The program is structured to provide timely information, for use by commanders at all levels, in managing the recruiting efforts of the field force in assigned schools.

#### 8-2. Policy

The Rctg Co commander will ensure:

a. HS students (seniors) remain a protected market within the RS zone for 90 days after graduation.

b. Schools that have two assigned recruiters (one RA and one USAR) will have the RA recruiter responsible for administration of the school programs and entries entered in the appropriate school folder. Additionally, entries must also be made on the School Information screens on the RWS as required. The USAR recruiter will assist in program administration and entries in the school folder. Additionally, entries must also be made on the School Information screens on the RWS as required. USAR recruiters will be permitted unlimited access to all directory information.

c. Each school is visited by the Rctg Co commander during the school year (SY) to assist in the development of the school programs.

d. Assistance is given to RS commanders in establishing DEP and DTP goals and school priorities.

e. School folders and School Information screens are initiated by the assigned RA and/or USAR recruiter starting 1 July or the next available workday and maintained by the RS commander. All information will be maintained on the RWS School Information screens and in the school folder.

f. HS folders are reviewed quarterly and during USAREC Form 660 (Recruiting Station Evaluation Checklist) evaluations (see app N).

g. All RSs have established an Army presence on any campus of 2- and 4-year colleges, community colleges, and postsecondary vocational-technical schools within the RS's area.

### 8-3. Management of the SRP

This paragraph outlines specific actions which will be taken by the CLT to manage the SRP. Details of requirements and performance standards for RS commanders are provided in USAREC Reg 350-7 and for recruiters in USAREC Reg 350-6. The CLT will:

a. Know each school within the Rctg Co area as determined by the most recent RMA.

b. Assist RS commanders in establishing school production goals for each school assigned to include colleges and vocational or technical schools.

c. Develop a Rctg Co school plan. Use the Rctg Bn's annual school plan as a guide (see app F).

d. Help in establishing DEP and DTP goals based on an estimate of the school's potential for contracts using past Department of Defense (DOD) productivity, likely mission levels and mix (grad and senior mission slices), student population, attitude of the school administration toward the Army, and input from the RS commander.

e. Ensure each school is assigned to a recruiter in accordance with the most recent RMA.

f. Ensure colleges are open to all recruiters in the RS to which the college is assigned for prospecting and enlistment. The RS commander will designate a recruiter as point of contact for college administrators. The designated recruiter is also responsible for the college school folder(s).

g. Monitor and manage RS efforts to schedule SASVAB in each assigned school, and to increase student participation in testing through adequate pretest advance work.

h. Monitor and manage RS commanders' activities to obtain directory information. If lists are not provided by the schools, lists must be constructed in accordance with the milestones specified in USAREC Reg 350-6 and any current USAREC policies or messages.

i. Ensure the usage of the School Information screens in ARISS are used to update and evaluate entries monthly.

j. Become familiar with and use USAREC Reg 601-104 to help develop the Rctg Co's postsecondary school recruiting program.

k. Assist RS commanders in obtaining student directory information from each college campus within the Rctg Co boundaries (this responsibility is the Rctg Co commander).

(1) The Rctg Co commander will personally visit each college within the Rctg Co boundaries, not less than once each year. Student directory information and stop-out lists will be requested from the college administration during these visits. The appropriate school folder will be annotated with the results of each visit.

(2) In cases where student directory information is not obtained, the Rctg Co commander

will establish specific requirements for ALRL construction and contact requirements. Assist assigned recruiters as necessary.

k. Assist recruiting personnel in market penetration and activities for each college (this responsibility is the Rctg Co commander). Record efforts in USAREC Form 446 (School Folder) using the inserts or any suitable record.

l. Ensure that recruiters and RS commanders use and refer to USAREC Pam 350-13.

m. Ensure RS commanders have assigned the ARISS distribution parameters for schools and ZIP Codes to all recruiters.

n. Ensure all schools and ZIP Codes in accordance with the most recent RMA are listed on the ARISS database system.

NOTE: If a school or ZIP Code is not listed on the ARISS database, the Rctg Bde marketing section has the ability to update this database. Contact your Rctg Bn headquarters to initiate a change to the database.

#### **8-4. OCS and WOFT programs**

OCS and WOFT packet missions are not normally assigned to recruiter or RS level; therefore, these missions are the responsibilities of the CLT.

a. OCS and WOFT mission performance will dictate the level of your involvement, and the degree to which lead generation techniques and resources must be applied to properly support mission accomplishment.

b. The Rctg Co commander will personally interview all OCS and WOFT applicants (RA and USAR).

c. USAREC Reg 601-91 provides additional guidance concerning OCS and WOFT mission support requirements.

#### **8-5. Reserve Officers' Training Corps Referral Program**

The Rctg Co commander will ensure that RS commanders conduct a quality control check on all Reserve Officers' Training Corps (ROTC) referral minipackets prior to forwarding to the Rctg Bn.

### **Chapter 9 Training**

#### **Section I General**

##### **9-1. Purpose**

This chapter contains policy and guidance concerning the duties and responsibilities of the CLT as trainers. Details of the programs within this chapter may be found in USAREC Manual 25-100 and USAREC Pam 350-2.

a. The following suggestions will assist the CLT in developing a training management program. Training will be planned and conducted, as a minimum, quarterly or more depending on the needs of the Rctg Co and local policies. Training should be scheduled during less productive hours.

b. The following sources may be used to for-

mulate training ideas. This list is not all inclusive and any other source may be used.

(1) Command policy.

(2) Conversion data.

(3) Common task training (CTT) summary report.

NOTE: The Rctg Bn commander must approve any alternate tasks when the appropriate equipment is not available.

(4) IG findings.

(5) Observations.

(6) Station Training Assessment Review (STAR).

(7) USAREC Form 660 results.

##### **9-2. Policy**

a. The 1SG has primary responsibility for leadership training of RS commanders and supervision of the Recruiter Program as prescribed in USAREC Pam 350-2 and USAREC Manual 25-100.

b. RS commanders are the primary trainers of individual recruiters.

c. If geographically possible the CLT should conduct monthly RS commander training, end of month afteraction reviews (AARs), and production meetings with all assigned RS commanders.

d. Rctg Co training will be conducted, at a minimum, quarterly and in accordance with USAREC Manual 25-100.

e. All training will be annotated in the planning guide, regardless of additional documentation.

f. The primary focus of training conducted by the CLT will be to provide assigned personnel with the necessary skills to accomplish the RS's mission.

##### **9-3. Planning**

Rctg Co training will at a minimum reflect weaknesses identified during STAR. When the CLT plans for training, the following questions must be answered:

a. Who is to be trained? Recruiter Program recruiters, RS commanders, or the entire force? Consider their level of proficiency.

b. What are you to train? Mission-essential task list, CTT, shortcomings from the STAR, or noncommissioned officer development programs.

c. Why are you training? Is the training reinforcement, sustainment, or introductory?

d. Where will training be conducted? Rctg Co headquarters, RS, USAR center, or commercial hotel are just a few places to conduct training. Resources available will vary based on location.

e. When will training be conducted? Try not to schedule training close to major events and try to schedule it during nonproductive times.

f. How is training to be conducted? Individual or collective, lecture or small groups, or video based?

#### **Section II Programs**

##### **9-4. Recruiter Program**

a. The CLT is responsible for the Recruiter Program within the Rctg Co. The CLT will ensure new recruiters are properly trained in accordance with USAREC Pam 350-2 and USAREC Manual 25-100. This will be accomplished through a monthly review of the Recruiter Handbook (USAREC Pam 350-2) to ensure training is being conducted and properly documented.

b. The CLT will ensure the RS commander accomplishes Recruiter Program training. The training will be hands-on, performance-oriented, and evaluated continuously during RS visits. Additionally, an evaluation will be conducted by the 1SG during the fifth recruit ship month (RSM) to determine the effectiveness of training (skill level achieved) of each recruiter in the Recruiter Program. The status of these recruiters will be tracked as outlined in USAREC Manual 25-100.

c. If at any time during the Recruiter Program the CLT determines that adequate training is not being provided, action will be taken immediately to resolve the problem. If needed, training support may be requested from the chain of command. All such support will be integrated into the RS training plan.

##### **9-5. Physical training and weight standards**

The CLT will ensure physical training (PT) activities are integrated into the time management plans of all recruiting personnel and accomplished as planned. Soldiers will be required to take the Army physical fitness test twice a year for record. All soldiers will be weighed quarterly in accordance with AR 600-9.

#### **Section III Administration**

##### **9-6. Developmental counseling**

The CLT will conduct developmental counseling with each assigned RS commander in accordance with FM 22-100 and AR 623-205. The commander will ensure that a rating scheme is published and provided to every soldier.

a. Performance counseling. The development of a leader includes a review of his or her subordinates' daily performances during a certain period. These reviews will help you and your subordinates develop plans of action to build on strengths and institute goals to improve on weaknesses. See FM 22-100 and AR 623-205.

b. Professional growth counseling. This type of counseling is conducted to assist subordinates in developing a plan to achieve organizational and individual goals. See FM 22-100.

##### **9-7. Reports and records**

The CLT will:

a. Use USAREC Form 496 (Near-Term Training Schedule) to document all collective formal training and USAREC Form 967 (Training Record) to document all formal individual training in accordance with USAREC Manual 25-100. All RS commander training records



(USAREC Form 967) will be maintained in the CLT files.

b. As an option, use USAREC Form 967 to document routine corrective or informal training.

c. Maintain the Recruiter Program Handbooks (USAREC Pam 350-2) of all recruiters upon termination or completion of the program in accordance with the procedures outlined in USAREC Manual 25-100 and USAREC Pam 350-2.

d. Use and maintain USAREC Form 1006 (Recruiter Handbook Tracking Log) to facilitate program management of recruiters in the Recruiter Program when assigned to the Rctg Co.

e. Accumulate progress reports in accordance with AR 600-9 from RS commanders on personnel failing to meet weight and Army physical fitness test standards. Follow procedures listed in AR 600-9 and take necessary action as appropriate.

#### **9-8. Leave management**

The CLT will carefully manage leave throughout the year. Care must be taken to protect recruiters from entering the fourth quarter in a use-or-lose posture. A leave log will be maintained showing individual accrued leave; projected leave will be closely managed. Additionally, the CLT will be provided an accrued leave roster monthly by the Rctg Bn adjutant.

#### **9-9. Disposition and filing instructions**

Maintain USAREC Form 1006 in File No. 601-210i (Recruiting Management Files) until every recruiter has completed the 9-month program. Once completed, file the forms in the inactive files for 1 year and then destroy. File USAREC Form 496 and USAREC Form 967 in File No. 601-210i for 2 years and then destroy (maintain files by fiscal year (FY)).

## Appendix A References

### Section I Required Publications

#### AR 40-501

Standards of Medical Fitness (Cited in para 6-7.)

#### AR 600-8-8

The Total Army Sponsorship Program. (Cited in para 2-4.)

#### AR 600-9

The Army Weight Control Program. (Cited in paras 6-7, 9-5, and 9-7e.)

#### AR 601-210

Regular Army and Army Reserve Enlistment Program. (Cited in paras 6-2b, 6-3b, and 6-8.)

#### AR 623-205

Enlisted Evaluation Reporting System. (Cited in paras 9-6 and 9-6a.)

#### FM 22-100

Military Leadership. (Cited in paras 9-6, 9-6a, 9-6b, and J-5a.)

#### USAREC Reg 37-16

Recruiter Expense Allowance. (Cited in table C-1.)

#### USAREC Reg 56-1

Management of Government-Owned Vehicles. (Cited in paras 2-8d, 2-8e, and table C-1.)

#### USAREC Reg 350-6

Recruiter Production Management System. (Cited in paras 1-2b, 4-4, 4-11a, 4-11b, 4-12, 4-13, 4-14, 4-19g, 7-7a, 8-3, and 8-3h.)

#### USAREC Reg 350-7

Recruiting Station Production Management System. (Cited in paras 1-2b, 1-5, 4-4, 4-12, 4-13, 4-14, 4-20, 5-2c, 8-3, J-4a, J-5c, and table C-1.)

#### USAREC Reg 380-4

Security Program. (Cited in table C-1.)

#### USAREC Reg 405-1

Facility Management. (Cited in para 2-8a.)

#### USAREC Reg 600-22

Assignment of Enlistment Processing Responsibility. (Cited in paras 4-2c, 4-17a, and 6-2f.)

#### USAREC Reg 600-25

Prohibited and Regulated Activities. (Cited in paras 6-2a and 6-2e.)

#### USAREC Reg 601-45

Recruiting Improprieties Policies and Procedures. (Cited in para 6-2a.)

#### USAREC Reg 601-56

Waiver, Delayed Entry Program Separation, and Void Enlistment Processing Procedures. (Cited in paras 6-8, 7-6a, and 7-6b.)

#### USAREC Reg 601-73

Missioning Procedures. (Cited in table C-1 and para I-2a.)

#### USAREC Reg 601-85

Total Army Involvement in Recruiting. (Cited in para 4-7.)

#### USAREC Reg 601-87

Recruiting Market Analysis. (Cited in table C-1.)

#### USAREC Reg 601-91

Officer Candidate School and Warrant Officer Flight Training Programs. (Cited in para 8-4c.)

#### USAREC Reg 601-95

Delayed Entry and Delayed Training Program. (Cited in paras 4-5b, 4-5c, 7-1b, 7-2a(1), 7-3, 7-4, 7-6a, and 7-6e.)

#### USAREC Reg 601-96

Guidance Counselor Procedures. (Cited in para 2-2c(15).)

#### USAREC Reg 601-101

Educational Enlistment Credentials. (Cited in para 2-2c(3).)

#### USAREC Reg 601-104

Postsecondary Schools Recruiting Program. (Cited in paras 4-15 and 8-3j.)

#### USAREC Pam 350-2

Recruiter Handbook. (Cited in paras 9-1, 9-2a, 9-4a, and 9-7c.)

#### USAREC Pam 350-7

Recruiter Salesmanship. (Cited in paras 4-6 and 4-16.)

#### USAREC Pam 350-13

School Recruiting Program. (Cited in paras 4-13, 4-14, 8-3l, and F-3e.)

#### USAREC Manual 25-100

Training the Recruiting Force. (Cited in paras 9-1, 9-2a, 9-2d, 9-4a, 9-4b, 9-7a, 9-7c, and table C-1.)

#### USAREC Manual 100-5

Recruiting. (Cited in paras 4-6, 4-16, and H-7.)

### Section II

#### Related Publications

#### AR 25-1

Army Information Management.

#### AR 25-400-2

The Modern Army Recordkeeping System

(MARKS).

#### AR 135-91

Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures.

#### AR 140-1

Mission, Organization, and Training.

#### AR 140-10

Assignments, Attachments, Details, and Transfers.

#### AR 140-158

Enlisted Personnel Classification, Promotion, and Reduction.

#### AR 190-40

Serious Incident Report.

#### AR 380-13

Acquisition and Storage of Information Concerning Nonaffiliated Persons and Organizations.

#### DOD 1304.12Z

Armed Services Vocational Aptitude Battery (ASVAB) Information Pamphlet.

#### FM 25-100

Training the Recruiting Force.

#### USAREC Reg 25-10

Telecommunications Management.

#### USAREC Reg 55-2

Applicant Meals, Lodging, Travel, and Accountability of Negotiable Media and Meal Tickets.

#### USAREC Reg 140-3

Request for Reserve Unit Assignment of Individual Ready Reserve Members.

#### USAREC Reg 600-34

United States Army Reserve National Scholar/Athlete Award Program.

#### USAREC Reg 601-59

Department of Defense Student Testing Program.

#### USAREC/FORSCOM Reg 601-67

Unit Referral System.

#### USAREC Reg 601-89

Completion of the Request for Examination Form.

#### USAREC Reg 601-93

United States Army Recruiting Support Battalion Lead-Producing Touring Exhibits and Field Support.

#### USAREC Reg 601-94

Police Record Checks.

#### USAREC/FORSCOM/TRADOC Reg 601-98

United States Army Reserve Prior Service Training Program.

**USAREC Reg 611-4**

Screening Tests.

**USAREC Reg 621-1**

Montgomery GI Bill, Army College Fund, and Loan Repayment Program.

**USAREC Reg 672-10**

Recruiting Incentive Awards.

**USAREC Pam 25-30**

Index, Distribution, and Resupply of USAREC Publications and Blank Forms.

**USAREC Pam 380-4**

Security Manager's Handbook.

**USAREC Pam 601-8**

Recruiter Sales Book.

**USAREC Pam 601-8-1**

Army Recruiter Sales Book Instructional Guide.

**Section III**

**Prescribed Forms**

**USAREC Form 612**

Mental Evaluation Test Processing Log. (Cited in tables B-1, C-1, and fig E-1.)

**USAREC Form 635-G**

Mission Accomplishment Plan Collection Form (RA). (Cited in table C-1.)

**USAREC Form 635-H**

Mission Accomplishment Plan Collection Form (USAR). (Cited in table C-1.)

**USAREC Form 635-L**

Production Collection Worksheet. (Cited in para J-3.)

**USAREC Form 636**

School Data Sheet (RA and USAR). (Cited in table C-1 and fig E-1.)

**USAREC Form 660**

Recruiting Station Evaluation Checklist. (Cited in paras 8-2f and 9-1b(7), N-2, N-3a, N-3d, N-4, and tables C-1 and D-3.)

**USAREC Form 711-3**

RA and USAR Production. (Cited in tables B-1, C-1, G-2, fig E-1, and paras G-1b, G-2c, and G-3b.)

**USAREC Form 711-5**

Monthly Mission Progress. (Cited in tables B-1 and E-1.)

**USAREC Form 816**

Recruiting Station or Company Assets Form. (Cited in para G-2a and table G-1.)

**USAREC Form 816-A**

Recruiting Station or Company Assets Form. (Cited in paras G-1a, G-2, G-3b, and table G-1.)

**USAREC Form 1074**

Processing List Worksheet. (Cited in tables B-1, C-1, G-1, and fig E-1.)

**Section IV**

**Referenced Forms**

**DA Form 31**

Request and Authority for Leave.

**SF 1164**

Claim for Reimbursement for Expenditures on Official Business.

**USAREC Form 446**

School Folder.

**USAREC Form 496**

Near-Term Training Schedule.

**USAREC Form 512**

Regular Army and Reserve Components Referral Sheet.

**USAREC Form 584**

Motor Vehicle Usage Record.

**USAREC Form 611**

DEP/DTP Tracking Log.

**USAREC Form 635**

Mission Accomplishment Plan (MAP) - RA.

**USAREC Form 635-A**

Mission Accomplishment Plan (MAP) - USAR.

**USAREC Form 635-B**

Conversion Data Chart (RA).

**USAREC Form 635-B-1**

Conversion Data Chart (USAR).

**USAREC Form 711-2**

Monthly and Quarterly Mission Box.

**USAREC Form 762**

Lead Source Analysis Sheet.

**USAREC Form 967**

Training Record.

**USAREC Form 986**

Separation Request Form.

**USAREC Form 979**

Recruiter Aide or Active Duty for Special Work Performance Report.

**USAREC Form 1006**

Recruiter Handbook Tracking Log.

**USAREC Form 1137**

DEP/DTP Pre-BT Tasks List.

**Appendix B**  
**Company Leadership Team Task List**

a. The CLT task list (table B-1) is a guide used to provide the CLT with a systematic method of reviewing and distributing duties and responsibilities between the Rctg Co commander and 1SG.

b. The task list is intended to generate the indepth discussion between the Rctg Co commander and 1SG that is necessary to ensure the Rctg Co has a systematic approach to the business of accomplishing mission. Further it is intended to divide duties and responsibilities so

that routine procedures and reports are accomplished efficiently and effectively so as not to detract from the primary goal of accomplishing mission. The division of specific duties should be influenced by the consideration that the 1SG is the primary production manager and should therefore be assigned those duties and provided those management forms that directly influence production and keep him or her in the RSs the majority of time.

(1) The division of duties and responsibilities should be periodically reviewed as members of the CLT become more proficient in each task. The primary designees may be changed during

these periodic reviews.

(2) Ordinarily, the 1SG performs DPR with RS commanders for the primary purpose of collecting the following production-related reports and giving directions to the RS commander on shortfalls. This will include discussing the following:

- (a) MEPS processing projections.
- (b) Mission accomplishment plan (MAP) progress.
- (c) DEP-out review for the week and month.
- (d) Daily and weekly mission accomplishments.
- (e) Three-day test projection.

**Table B-1**  
**CLT task list**

TASKS/SUBTASKS		FREQUENCY	COMMANDER	1SG	SHARED
1.	<b>Market Analysis:</b>				
	Lead Source Analysis	Monthly			
	Maintenance of Operations and Market Analysis Board	Monthly			
	Market Share Analysis	Monthly			
	RMA	As Required			
2.	<b>Lead Evaluation and Distribution System Management System:</b>				
	Analysis of the Weekly Lead Evaluation and Distribution System Activity Report	Weekly	*		
	Analysis of the Statistical "Snapshot" Report	Monthly	*		
3.	<b>Rctg Co Mission Planning:</b>				
	Construction of MAP and Conversion Data Charts (USAREC Form 635 and USAREC Form 635-A and USAREC Form 635-B and USAREC Form 635-B-1)	Monthly			
	USAREC Form 711-2 (Monthly and Quarterly Mission Box)	Quarterly/ Monthly			
	Update Mission Box Achievements (USAREC Form 635 and USAREC Form 635-A)	Weekly or As Required			
4.	<b>TAIR Events:</b>				
	General Officer Speaker Program and Civilian Aides to the Secretary of the Army Coordination	As Required	*		
	Itinerary for Cinema Pod and Vans	As Required			
	Request and Itinerary for Special Teams	As Required			
	TAIR Afteraction Report	As Required			
5.	<b>Advertising:</b>				
	COI Functions	As Required			
	Press Inquiries	As Required			
	Rctg Bn Newsletter	As Required			
	Request for Advertising	As Required			
	Slide and Talk Kits	As Required			
6.	<b>School Programs:</b>				
	College Visitation	Annually			
	Construction of HS List	As Required			
	Educator/COI Functions	Normally one per Quarter			
	Educator Tours	As Required			
	Hometown Recruiter Assistance Program (HRAP)	As Required			
	HS Newspaper Ads	As Required			
	Priority A School Visits	Annually			

**Table B-1**  
**CLT task list--continued**

TASKS/SUBTASKS		FREQUENCY	COMMANDER	1SG	SHARED
	Scheduling Armed Services Vocational Aptitude Battery (ASVAB)	Annually			
	Scholar/Athlete Awards	Annually			
<b>7.</b>	<b>Company Production Management System:</b>				
	USAREC Form 611 (DEP/DTP Tracking Log)	Daily			
	DPR with BLT	Daily		*	
	DPR with RS Commanders	Daily		*	
	USAREC Form 762 (Lead Source Analysis Sheet)	Monthly			
	USAREC Form 612 (Mental Evaluation Test Processing Log)	Daily		*	
	USAREC Form 1074 (Processing List Worksheet)	Daily		*	
<b>8.</b>	<b>Rctg Co Mission Achievement:</b>				
	Distribution and Required Reading	Daily			
	Floor Projections	As Required		*	
	Monitor Waivers	As Required			
	USAREC Form 711-5 (Monthly Mission Progress)	As Required			
	Performance Counseling	As Required			
	USAREC Form 711-3 (RA and USAR Production)	As Required			
<b>9.</b>	<b>Rctg Co Administrative Functions:</b>				
	Actions to be Taken in Event of Threat, Civil Disturbance, Terror, and Weather Situations	As Required			
	Assignment of Personnel	As Required			
	Cleanliness of Headquarters	Daily			
	Copier Usage Report	Monthly			
	Department of the Army Awards	As Required			
	Domicile-to-Duty	As Required			
	Establish Hours of Operation of Rctg Co Headquarters	As Required			
	Height and Weight Report	Quarterly			
	Incident Reports	As Required			
	Leave Management	Monthly			
	Maintaining Proper Forms and Publications	As Required			
	Noncommissioned Officer Evaluation Report (NCO-ER)	As Required			
	Recruiter Relief, Reassignment, Reclassification	As Required			
	Reenlistment	As Required			
	Sponsorship Program	As Required			
	Temporary Duty (TDY) Claims	As Required			
	Uniform Code of Military Justice	As Required			
	Update Personnel Data Cards	Quarterly			
<b>10.</b>	<b>Rctg Co Operational Functions:</b>				
	ADSW Program	As Required			
	Rctg Co AAR and Rctg Bn AAR Slides Information	Quarterly			
	Consolidated Leads List	Quarterly			
	COI	As Required			
	IG Inspections	As Required			
	Incentive Awards Program	Monthly			
	Investigations and Inquiries	As Required			

**Table B-1**  
**CLT task list--continued**

TASKS/SUBTASKS		FREQUENCY	COMMANDER	1SG	SHARED
	OCS and WOFT Board Members	As Required	*		
	OCS/WOFT/Nurse Reporting System	As Required			
	RS Evaluation Checklist	Quarterly			
	RS Inspections	Weekly			
	Unit Partnership Council Meeting	Semiannually			
11.	<b>Rctg Co Logistics:</b>				
	Accident Reports	As Required			
	Computer (Software)	Monthly			
	Computer Equipment (Hardware)	Monthly			
	DEP T-Shirts and Caps	As Required			
	EST Material	Semiannually			
	Meals Ready to Eat	As Required			
	Negotiable Instruments	Quarterly			
	Property Inventories and Management	Semiannually			
	RS Leases	As Required			
	Supply Requests	As Required			
	Vehicles/Mileage Reports	Monthly			
	Winterization of Vehicles	RSM October			
12.	<b>Training:</b>				
	CTT	Quarterly			
	CTT Testing	Annually			
	Physical Fitness Program	As Required			
	Rctg Co Level Training	Minimum Quarterly			
	Rctg Co Training Schedules (Forwarded to Rctg Bn)	Quarterly			
	Training Calendars - 30-, 60-, and 90-day	Monthly			
	Training of All Assigned RS Commanders	As Required			
13.	<b>Recruiter Program:</b>				
	Initiating Program	As Required		*	
	Fifth-Month Evaluation	5th Month		*	
	Recruiter Inprocessing	As Required			
	CLT Monthly Reviews	Monthly			*
	Request for Extension of Recruiter Program	As Required			
	Request of Completion or Termination of Recruiter to Rctg Bn	After Completion of 5th Month			
14.	<b>DEP Management Program:</b>				
	DEP 100 Percent Contact of Previous Month's DEP and DTP Members	Monthly			*
	DEP Discharge (USAREC Form 986)	As Required			
	DEP Functions (Funded)	Minimum Twice Per FY			
	DEP Functions (Unfunded)	Minimum Once Per Quarter			
	DEP Loss (Report to Rctg Bn)	As Required			
	DEP Loss Interview	As Required			
	DEP and DTP Transfers	As Required			
	Track Phase II Shippers	As Required			

\* These are normal duties and activities of the CLT member identified by the asterisk.

**Appendix C**  
**Summary of Required Reports and Records**

**C-1. General**

This appendix provides a summary of reports and records required by this regulation (see

table C-1).

**C-2. Policy**

Local supplementation of this appendix is prohibited. Forward requests for additional reports or records through the chain of command to

Headquarters, United States Army Recruiting Command (HQ USAREC), RCRO-PP, Fort Knox, KY 40121-2726, at the time such requirements are initiated for approval.

**Table C-1**  
**Required reports and records**

REPORT OR RECORD	TYPE	SUSPENSE	REPORT TO	REFERENCES
ADSW Report	USAREC Form 979	As Required	Rctg Bn	
Daily Expense Record	SF 1164	Monthly	Rctg Bn	USAREC Reg 37-16
DEP/DTP Tracking Log	USAREC Form 611	As Required	Not Applicable	USAREC Reg 350-7
Incident Report	Verbal	As Required	Rctg Bn	USAREC Reg 380-4
Lead Source Analysis Sheet	USAREC Form 762	Monthly	Not Applicable	USAREC Reg 350-7
Market Analysis Board	Record	As Required	Not Applicable	USAREC Reg 350-9
Market Share Report	E-Mail	Monthly	Not Applicable	USAREC Reg 601-87
MET Processing Log	USAREC Form 612	Not Applicable	RS	USAREC Reg 350-9
Monthly and Quarterly Mission Box	USAREC Form 711-2	Quarterly/Monthly	Rctg Bn	USAREC Reg 601-73
MAP Collection Form (RA and USAR)	USAREC Form 635-G and USAREC Form 635-H	Daily	RS	USAREC Reg 350-9
Near-Term Training Schedule	USAREC Form 496	15 Days Prior to Scheduled Training	Rctg Bn	USAREC Manual 25-100
PL Worksheet	USAREC Form 1074	Not Applicable	RS	USAREC Reg 350-9
Planning Guide	Record	As Required	Not Applicable	USAREC Reg 350-7
RA and USAR Production	USAREC Form 711-3	Monthly, Quarterly, and Fiscal Year-to-Date (FYTD)	Not Applicable	USAREC Reg 350-9
Recruiter Handbook Tracking Log	USAREC Form 1006	Daily	Not Applicable	USAREC Manual 25-100
RS Evaluation Checklist	USAREC Form 660	Semiannually	Not Applicable	USAREC Reg 350-9
School Data Sheet	USAREC Form 636	Monthly	Rctg Bn education services specialist (ESS)	USAREC Reg 350-7
TAIR Event Summary	Record	As Required	Not Applicable	USAREC Reg 350-9
Vehicle Utilization	USAREC Form 584	Monthly	Rctg Bn	USAREC Reg 56-1

## Appendix D

### Daily Performance Review

#### D-1. General

The CLT is tasked to drive production and make mission box by conducting an intense DPR each duty day. DPR can be accomplished telephonically but at a minimum the CLT will conduct a face-to-face DPR with RS commanders once a week in order to ensure their plan is valid and supports mission accomplishment. Subjects covered vary everyday based on needs, with the exception of production-related data that must be discussed daily. All areas will be reviewed in a proactive fashion to immediately identify problems. This involves the CLT providing specific guidance and direction to correct all identified deficiencies. A proactive DPR will head off problems that could cause the RS to miss mission. It is too late to wait until the end of a week or month to review and analyze such items as the MEPS Processing List, MET Processing Log, or other production-related tools. There are two types of DPR the CLT can use to complete this task, face-to-face and telephonic. The CLT will use both types to perform the DPR process with each of their RS commanders. Utilizing the ARISS remote feature the CLT has the ability to constantly review and monitor recruiting activities even when the RS commander is unavailable. This enables the CLT to better establish command and control, determine training needs,

drive production, and manage personnel and assets toward mission accomplishment. Prior to conducting a telephonic or face-to-face DPR, the CLT will use the remote DPR feature to assess work ethic and identify areas of concern. All production management reports will be reviewed at the ARISS TOS. The CLT will then have a clear picture of the Rctg Co's progress.

#### D-2. DPR

The ARISS Remote Performance Review feature allows the CLT to gather information in preparation for a face-to-face or telephonic DPR with his or her RS commanders. This feature is designed to minimize the time taken from an RS commander's critical mission tasks.

a. Daily the CLT will conduct a telephonic performance review and will check at a minimum the reports located at the ARISS TOS (see table D-1). The CLT production management reports are automated and are located at the TOS. The CLT will review these reports as part of the DPR process. All reports are only as accurate as the last update. Reports are accessible by not only the CLT but the RS commanders and recruiters. The CLT can review information on all RSs in their Rctg Co where each RS commander can only view their RS's information and recruiters can only view their own information. Reports available to the CLT are read only and are listed in table D-1.

b. The CLT will review and conduct an analy-

sis of all reports, as needed, listed in table D-1. Once the CLT has concluded his or her review and analysis he or she will discuss the results with the RS commander.

c. The CLT can also review information contained in the RWS Leads-Reports application regarding leads, prospects, applicants, DEP members, DTP members, unit members for the USAR, COI, VIP, and school activities.

d. Prior to conducting a telephonic or face-to-face DPR the CLT should review the TOS reports for the RS. Once all reports are analyzed, the 1SG will provide guidance to the RS commander. Nonproduction-related areas can be covered during DPR as needed. DPR should be preplanned with a scheduled time for each RS commander when possible. Additionally, the CLT should use the DPR steps (see table D-2) to provide structure in the DPR process.

e. Effective communication between the 1SG and Rctg Co commander is vital to the success of DPR with RS commanders. Ensure the CLT communicates each other's thoughts when communicating with RS commanders so as not to duplicate efforts or cause conflicts. Always consider the RS commander's time.

f. The breakdown of the DPR steps in table D-3 in no way covers all possibilities, but gives a reasonable idea of DPR. It is important to minimize the number of daily calls to the RS commander during a day. Be prepared to give guidance.

**Table D-1**  
**ARISS TOS Reports**

Category	Report Name
Mission	Mission Recommendation/Assignment Spreadsheet (Monthly/Quarterly/Yearly) - MPA008
Mission	Mission Recommendation/Assignment Spreadsheet (Quarterly/Yearly) - MPA008
Mission	Monthly and Quarterly Mission Box - MPA026
Production	Band Separate Column Missions - MPA002
Production	Special Operations Separate Column Missions - MPA002
Production	WOFT/OCS Enlisted Option Separate Column Missions - MPA002
Production	RSM Production Calendar - MPA017
Production	Mission Group Combined Columns (Non Glide Path) - MPA005
Production	RA/USAR Separate Column Missions (Non Glide Path) - MPA002
Awards	Enlisted Recruiter Report Card (598) - MPA009
Awards	Special Mission Recruiter Report Card (598) - MPA009
Awards	Awards Substitution Rules - AMEDD - MPA022
Awards	Awards Substitution Rules - RA/USAR - MPA022
Awards	Awards Substitution Rules - Special Missions - MPA022
Awards	Award Categories/Groups - MPA023
Awards	Recruiting Achievement Point Values (RA/USAR) - MPA025
Leads	Advertising Headquarters Leads Disposition
Leads	DEP/DTP Tracking Log
Leads	Reserve Affairs Batch Analysis Report
Leads	MEPS PL



**Table D-1**  
**ARISS TOS Reports--continued**

Category	Report Name
Leads	MET Processing Log
Leads	DEP Separation Log (RWS)
Leads	Applicant PL
Leads	Projection Summary
Leads	Leads Disposition
Leads	Lead Source Analysis (LSA) Report
Leads	Recruiting Station Identifications (RSIDs) With Unassigned ZIP Codes
Leads	RSIDs With Unassigned Schools
Leads	Replication Detail
Leads	RSIDs With Unassigned Records
Leads	ROTC Enrollment Report
Leads	ROTC Referral Report
Leads	ROTC Unqualified Referrals Report

**Table D-2**  
**DPR steps**

1	Establish rapport
2	Discuss recruiting personnel status
3	Review production and/or floor activity
4	Analyze DEP and DTP management
5	Review leader plan of action
6	Review training and counseling
7	Close DPR on a positive note

**Table D-3**  
**Breakdown of DPR steps**

STEPS		ACTIONS TO TAKE
1	Establish rapport	Be sincere. Create a positive environment by asking family and team oriented questions. Determine RS commander's attitude and motivation level.
2	Discuss recruiting personnel status	Foxhole strength (leaves, passes, etc.). Personnel issues (pay, permanent change of station, etc.). Issues that impact morale. End of tour awards, recruiter performance and production awards.
3	Review production and/or floor activity	<ul style="list-style-type: none"> <li>Prospecting: Does the RS commander know his or her requirements to achieve mission success? Is the RS meeting prospecting goals? If not, which recruiters are not meeting their goals; what is being done to train that recruiter? Is it a training or compliance issue? Make appropriate changes in prospecting methods when necessary. Once mission category is made, direct appropriate changes in prospecting to begin on next month's mission or shortfall. CLT should give special attention to the recruiters that are causing the RS to fail during face-to-face DPR. CLT can help the RS commander enforce standards by counseling the recruiters that are not meeting goals, if needed or wanted.</li> <li>Projections: Are all projections on ARISS? Have recruiters received a "Passed edits"? Are all packets complete? What are the locations of packets? Are all applicants being "Hot Seated" by the RS commander? Do we have all documents needed? If not, when? Is the applicant close to weight? Get body fat.</li> </ul>

Table D-3

## Breakdown of DPR steps--continued

		<ul style="list-style-type: none"> <li>• MET Test Log: Update status of each MET qualified applicant, give RS commander guidance on how to move them to the floor. When are testers going to enlist, when is the followup appointment scheduled? Why are testers not moving to the floor? Are recruiters step selling and why? Is the RS commander involved in the sales process or just collecting data? Why are we not testing more applicants?</li> <li>• Waivers: Review outstanding waivers. Have all your waivers been sent to the approving authority? What is the status of waivers still being worked at the RS?</li> <li>• Special Missions: What is the RS commander doing about special missions? Give them ideas and guidance. Discuss WOFT, Band, and ROTC referrals. Who is processing for OCS or WOFT? Where are they in the process? When are they projected to be boarded? When is the Flight Aptitude Selection Test? When is the flight physical? What can the CLT do to expedite matters?</li> </ul>
4	Analyze DEP and DTP management	<p>Are all DEP and DTP members ready to ship for the next day, remainder of the week and month? Have all 7- and 30-day documents been sent to MEPS? Ask about graduation status. Get report cards if needed or required by higher authority. Verify moral status, check for in-DEP waivers. Ask about height and weight; when was the last time it was checked? Has the RS commander conducted a face-to-face interview with the DEP member? What is the attendance rate of DEP and DTP functions? Are they effective? (Based on referrals provided.) What is the status of the referral program? Are all DEP and DTP members providing referrals? Provide ideas and guidance to enhance the DEP and DTP.</p>
5	Review leader plan of action	<p>Does the leader plan of action support the USAREC Form 660? Review progress of leader plans of action to sustain, enhance, or improve previously identified areas of concern. Give specific guidance and assistance to RS commanders to increase effectiveness of the plan.</p>
6	Review training and counseling	<ul style="list-style-type: none"> <li>• Training: Review new recruiter training program. Review training conducted by RS commander. Provide individual performance-oriented training to recruiters and RS commanders as needed.</li> <li>• Counseling: Counsel recruiters on performance as needed. Check RS individual counseling records. Check reception and integration program. Check NCO-ER suspenses. Counsel RS commanders on performance.</li> </ul>
7	Close DPR	<p>Summarize by annotating inspection log and providing suspenses for areas of concern. Identify training needs and plan training accordingly. Close DPR session with a positive message.</p>

## Appendix E

### Recruiting Company Production Management Binder

a. Each member of the CLT will maintain a Rctg Co production management binder. The management binder will consist of reports that will help the CLT track production requirements and accomplishments on a daily basis. These reports include those that may be downloaded from the ARISS TOS in addition to standard

USAREC forms.

b. CLTs can have TOS reports sent via e-mail to their accounts. These reports can be printed or saved to a disk or folder on the CLT's RWS. This will enable the CLT to have quick access to information for review during DPR with his or her RS commanders as well as the BLT.

c. Reports and documents that will be included in the management binder are listed in figure E-1. Reports and documents that may be included in the management binder are listed in

figure E-2. Items in figure E-2 may be helpful in the management of day-to-day operations. These lists are not all inclusive and other information may be added as deemed necessary. The CLT may organize the management binder in any manner that best suits his or her management style.

NOTE: The 1SG will have possession of this binder during RS inspections.

Applicant PL (USAREC Form 1074/ARISS Leads Report)	1
MET Processing Log (USAREC Form 612/ARISS Leads Report)	2
MEPS PL (ARISS Leads Report)	3
DEP/DTP Tracking Log (USAREC Form 611/ARISS Leads Report)	4
Rctg Co LSA (USAREC Form 762/ARISS Leads Report)	5
Zero Roller Report (ARISS Production Report)	6
Monthly Mission Progress (USAREC Form 711-5)	7
Monthly, Quarterly, and Year-to-Date RS Roll-Up (Battalion Operations and Awards Reporting Data System Report)	8
Recruiter Handbook Tracking Log (USAREC Form 1006)	9
RS School Data Sheet (USAREC Form 636)	10
Market Share Report	11

**Figure E-1. Rctg Co production management binder (required documents)**

Personnel Roster/Alert Roster	1
Leads Disposition (ARISS Leads Report)	2
Production Summary (ARISS Leads Report)	3
NCO-ER Counseling Schedule (Self-Generated)	4
DEP Separation Log (RWS) (ARISS Leads Report)	5
Advertising Headquarters Leads Disposition (ARISS Leads Report)	6
RSM Production Calendar (ARISS Production Report)	7
Replication Detail Report (ARISS Production Report)	8

NOTE: These items are not required but may be helpful in the management of day-to-day operations.

**Figure E-2. Rctg Co production management binder (additional information)**

## **Appendix F**

### **School Recruiting Program**

trix) and retained for 2 years. The ESS will maintain this file.

#### **F-1. General**

The SRP is a well-planned, coordinated effort to create positive awareness and interest in available Army programs among students, parents, educators, and COIs within the community. It is designed to assist recruiters in penetrating the school market. The success of the SRP is dependent upon the development and implementation of a sound school plan.

#### **F-2. Purpose**

The purpose of the Rctg Co school plan is to develop strategies (a game plan), set goals, establish school priorities, and provide guidance to recruiters and RS commanders in order to effectively penetrate the school market. The Rctg Co school plan will serve as a single-source document, combining regulatory requirements and successful techniques and ideas to assist the field force in establishing and maintaining an effective SRP. The intent of the plan is to increase overall production in the senior market while establishing a foundation for more effective prospecting in the grad market.

#### **F-3. Topics and programs**

The following topics and programs should be addressed in the Rctg Co school plan:

- a. Establishing school priorities.
- b. ASVAB testing goals.
- c. DEP and DTP goals.
- d. Goals and strategies for obtaining directory information (lists).
- e. A monthly calendar of school activities (refer to USAREC Pam 350-13, chap 5).
- f. Concurrent Admissions Program strategies and goals.
- g. Educator/COI tour and Planning for Life information.
- h. College penetration plan.

#### **F-4. Procedures**

a. Rctg Co commanders will use the Rctg Bn school plan as a guide when developing Rctg Co schools plans. Rctg Co school plans should be tailored to meet specific goals and objectives. The plan may be expanded to include additional tasks corresponding to market-peculiar requirements. A copy of the plan will be completed and forwarded to RS commanders and the Rctg Bn ESS by 31 July of the current SY.

b. Additionally, Rctg Co commanders should be continually assessing their school plan and recruiter activities to determine what impact they have on production. A quarterly school plan review with the 1SG and RS commanders can determine school markets that require special attention.

#### **F-5. Disposition and filing instructions**

A copy of the completed Rctg Bn school plan, school plan matrix, and Rctg Co school plans will be filed in 601-210i (School Plans and Ma-

## Appendix G Recruiting Company Operations and Market Analysis Board

### G-1. General

The operations and market analysis board is a standardized method of displaying market demographics, RS zones, and market penetration information for RS commander review and analysis.

a. USAREC Form 816-A (Recruiting Station or Company Assets Form) presents a summary of recruiting operations effectiveness, as well as personnel, logistics, and market demographics summaries.

b. USAREC Form 711-3 provides the CLT and visitors a snapshot of the Rctg Co's net month, quarter, and year-to-date (YTD) production to include the previous FY's production.

### G-2. Construction

The operations and market analysis board will be locally constructed of 3/8-inch plywood. Overall dimensions will be 39 inches wide (when closed) and 36 inches in height. Two hinged doors, of equal dimensions, will be attached as indicated at figure G-1. Existing boards approximating the normal dimensions specified may be used indefinitely.

a. Left side. USAREC Form 816-A (see fig G-2). Table G-1 provides instructions for completing USAREC Form 816 (Recruiting Station or Company Assets Form) and USAREC Form 816-A.

b. Center portion. Operations and market map.

NOTE: Attach three clear acetate sheets to the center of the board to be used as overlays.

c. Right side. USAREC Form 711-3 (see

figs G-3 and G-4). Table G-2 provides instructions for completing USAREC Form 711-3.

### G-3. Procedures

a. The map will depict:

(1) The location of the Rctg Co headquarters and each RS.

(2) The Rctg Co boundaries and the boundaries of each of its RS's, as determined during the most recent RMA (in effect).

b. Update USAREC Form 816-A and USAREC Form 711-3 at the close of each RSM.

### G-4. Analysis

Most of the information used to complete the operations and market analysis board is contained in subsequent appendixes. Analysis information is contained in each appendix.

Figure G-1 shows a sample of a Recruiting Company Operations and Market Analysis Board. The board is 36 inches high and 39 inches wide. It is divided into three main sections: a left section for USAREC Form 816-A (Recruiting Station or Company Assets Form), a center section for a map with overlays, and a right section for USAREC Form 711-3 (Recruiting Station or Company Assets Form). The left section contains various data entry fields for recruitment statistics. The center section features a map of the Rctg Co area with a grid overlay and a legend. The right section contains data entry fields for recruitment statistics. The board is constructed of 3/8-inch plywood and has two hinged doors.

Figure G-1. Sample of a Rctg Co operations and market analysis board

**RECRUITING STATION OR COMPANY ASSETS FORM**  
(For use of this form see USAREC Reg 350-7 and USAREC Reg 350-9)

UNIT: Myrtle Beach Rctg Co

FY 02 THRU RSM AUG

1. RESOURCES:	AUTH	ASGN	AF	N	MC	USCG
Number of Recruiting Stations	<u>9</u>		<u>1</u>	<u>6</u>	<u>4</u>	<u>1</u>
Number of RA Recruiters	<u>25</u>	<u>25</u>	<u>2</u>	<u>15</u>	<u>10</u>	<u>2</u>
Number of USAR Recruiters	<u>9</u>	<u>9</u>				
Number in Recruiter Program		<u>8</u>				
Number of Vehicles	<u>37</u>	<u>37</u>				

**2. MARKET:**

# ZIP Codes 31 # Counties 2 # Square Miles 1,015 # Substations 0

**— SPECIAL CATEGORIES —**

Army Share of  
DOD FYTD: GA 49 % SA 51 % GSA 52 % OTH 50 % VOL 42 % Grads 50 % Females 25

Share of DOD  
Previous FYTD: GA 44 % SA 39 % GSA 44 % OTH 13 % VOL 39 % Grads 38 % Females 0

Last 2 Years Grads: 38,808

**3. SCHOOL DATA:**

**Number / Accessible**

Schools — High Schools	<u>44</u> / <u>43</u>	Number of seniors	<u>12,936</u>
JROTC Programs	<u>3</u> / <u>3</u>	Number of senior cadets	<u>328</u>
Vocational-Technical Schools	<u>1</u> / <u>1</u>	Number of seniors	<u>29</u>
Junior Colleges	<u>3</u> / <u>3</u>	Number of students	<u>12,225</u>
Colleges and Universities	<u>2</u> / <u>2</u>	Number of students	<u>22,393</u>
SROTC Programs	<u>1</u> / <u>1</u>	Number of cadets	<u>566</u>

Number of ROTC Referrals 15

Lists — Number of current SY SR class lists on hand:	<u>40</u>	Number Available/Contacted	<u>10,936</u> / <u>5,468</u>
Number of current SY JR class lists on hand:	<u>8</u>	Number Available/Contacted	<u>2,000</u> / <u>1,000</u>
Number of current College lists on hand:		Number Available/Contacted	<u>248</u> /

**4. RECRUITER SUPPORT (FYTD):**

	Scheduled	Conducted	Leads	Leads Conducted	Enlistments
Number of ADSW	<u>5</u>	<u>1</u>	<u>2</u>	<u>42</u>	<u>5</u>
Number of COI Events	<u>3</u>	<u>3</u>	<u>6</u>	<u>4</u>	<u>1</u>
Number of DEP/DTP Functions	<u>3</u>	<u>1</u>	<u>42</u>	<u>8</u>	<u>2</u>
Number of HRAP	<u>18</u>	<u>18</u>	<u>60</u>	<u>60</u>	<u>6</u>
Number of RSB Exhibits	<u>3</u>	<u>3</u>	<u>60</u>	<u>40</u>	<u>1</u>
Number of TAIR Events	<u>9</u>	<u>9</u>	<u>27</u>	<u>17</u>	<u>5</u>

**5. MISSION-RELATED DATA (FYTD):**

Total Contracts (RA/USAR)	<u>35</u> / <u>7</u>
Total DEP/DTP Loss	<u>2</u> / <u>1</u>
Number currently in DEP/DTP	<u>29</u> / <u>3</u>

Number of referrals provided by DEP/DTP members: Current 2 / 3 FYTD 20 / 6  
 Number of enlistments from referrals provided by DEP/DTP members: Current 2 / 1 FYTD 4 / 3  
 Number of DEP/DTP members promoted to E-2 and/or E-3 FYTD: 3/2  
 Date of last DEP/DTP function: 7 Aug 02 Number DEP/DTP members attended: 35 / 7  
 Number hi-grad enlistments: Last RSM 5 FYTD 12

**6. ARMY COLLEGE FUND (FYTD) (Male/Female):**

2 YR 1 / 1 2 YR PLUS 1 / 2 3 YR 2 / 3 4 YR 5 / 1

**7. BRIGADE/BATTALION/COMPANY/STATION COMMANDER ITEMS OF INTEREST:**

HRAP and NVRA Program.

RA AND USAR PRODUCTION (For use of this form see USAREC Reg 350-7 and USAREC Reg 350-9)																												FY									
REGULAR ARMY														ARMY RESERVES										SPECIAL MISSION													
		G A		H S S R				O T H				T O T A L		G C A				P S		O T H				T O T A L		C O M B I N E D		B O X		A M E D D		O C S		W O F T		(4)	
O C T	M S N	(1)	G M A	G F A	(1)	S M A	S F A	S F B	(1)	G M B	G F B	G M 4	G F 4	H A	P S	(5)	(1)	G M A	G F A	C M A	C F A	(1)	(1)	G M B	G F B	G M 4	G F 4	H A	(5)	(5)		(1)	(1)	(1)	(1)		
	A C H	(2)	(3)	(3)	(2)	(3)	(3)	(3)	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(6)	(2)	(3)	(3)	(3)	(3)	(2)	(2)	(3)	(3)	(3)	(3)	(3)	(6)	(6)	(7)	(2)	(2)	(2)	(2)		
N O V	M S N																																				
	A C H																																				
D E C	M S N																																				
	A C H																																				
Q T R	M S N																																				
	A C H																																				

Figure G-3. Sample of a quarter, USAREC Form 711-3

RA AND USAR PRODUCTION (For use of this form see USAREC Reg 350-7 and USAREC Reg 350-9)																												FY 02							
REGULAR ARMY														ARMY RESERVES										SPECIAL MISSION											
		G A		H S S R				O T H				T O T A L		G C A				P S		O T H				T O T A L		C O M B I N E D		B O X		A M E D D		O C S		W O F T	
O C T	M S N	4	G M A	G F A	2	S M A	S F A	S F B	1	G M B	G F B	G M 4	G F 4	H A	P S	7	1	G M A	G F A	C M A	C F A	1	1	G M B	G F B	G M 4	G F 4	H A	3	10					
	A C H	4	3	1	3	1	1	1	0							7	1		1			1	1	1				3	10	Y					
N O V	M S N	3			1				2							6	2					1						3	9						
	A C H	2	1	1	3	2	1		2	1				1		7	1	1				2	0				3	10	N				1		
D E C	M S N	3			2				0							5	1					1	1					3	8						
	A C H	1			2			2	3	1				1	1	6	1	1				0	0					1	7	N					
Q T R	M S N	10			5				3							18	4					2	3						27						
	A C H	7	5	2	8	3	2		5	2				1	2	20	3	2	1			3	1	1					27	N					
P R E V I O U S	M S N	10	G M A	G F A	5	S M A	S F A	S F B	3	G M B	G F B	G M 4	G F 4	H A	P S	18	4	G M A	G F A	C M A	C F A	2	3	G M B	G F B	G M 4	G F 4	H A	9	27					
	A C H	7	5	2	8	3	2	3	5	2				1	2	20	3	2	1			3	1	1				7	27	N				1	
P R E V I O U S	M S N	19			15				12							46	15					6	2						23	69					
	A C H	20	15	5	25	15	4	4	12	3	3	2	1	3		57	16	4	5	4		6	3	2	1				25	82	Y				

USAREC Fm 711-3, Rev 1 Oct 97 (Previous editions are obsolete)

Figure G-4. Sample of a completed quarter and YTD, USAREC Form 711-3

**Table G-1**

**Instructions for completing USAREC Form 816 and USAREC Form 816-A (all entries are current as of the last RSM)**

**Section:**                      **Enter:**

**UNIT:**                        The name of the RS or Rctg Co.

**FY \_\_\_\_ THRU**  
**RSM \_\_\_\_**                      The last time USAREC Form 816 or USAREC Form 816-A was updated (i.e., FY 02 through RSM Aug).

**1. RESOURCES:**

The number of RSs authorized (AUTH) and number of other services' RSs in the Rctg Co's area. Not applicable to RS, RS will enter NA.

The number of RA and USAR recruiters authorized (AUTH) by tables of distribution and allowances, actually assigned (ASGN) including RS commanders and the number of other services' recruiters.

The number of RA and USAR recruiters assigned currently in the Recruiter Program.

The number of vehicles authorized by tables of distribution and allowances and assigned.

**2. MARKET:**

The number of ZIP Codes, counties, and square miles within the boundaries of the RS or Rctg Co.

The total percent of Army's share of DOD take for each category indicated by the most current Market Share Report (FYTD).

- GA - I-III A grads.
- SA - I-III A seniors.
- GSA - I-III A grads and seniors.
- OTHER - Any category other than GSA.
- VOL - All contracts combined.
- Grads - This category is used to track all grads regardless of test category.
- Females - This category is used to track all females regardless of test category.

The total percent of Army's share of DOD take for each category indicated by the previous FYTD's Market Share Report corresponding to the same period being reported for this FY.

The total number of available graduates for the last 2 years, from all assigned HSs.

**3. SCHOOL DATA:**

Schools - The total number of HSs and the number of those HSs that are accessible to recruiters.  
The total number of seniors attending all HSs in the RS area, as reported by the schools. This number must match the total number of seniors added together from the individual school folders.

The number of JROTC programs (all services) and number of those that are accessible to recruiters.  
The total number of senior cadets.

The total number of Vocational-Technical schools.  
The total number of seniors attending the school, regardless if they are carried on another HS list.

The total number of Junior Colleges.  
The total number of students.

The total number of Colleges and Universities.  
The total number of students.

The number of SROTC programs (all services) and number of those that are accessible to recruiters.  
The number of cadets in SROTC programs.

The number of ROTC referrals submitted during this FY.

List - The total number of complete lists on hand (85 percent or more with name and address or telephone number) for the senior and junior class. Of the current SY senior and junior lists on hand, enter the total number of students available for contact (this number should equal the total of all schools' lead refinement lists (LRLs) combined), and the total number of students actually contacted, of those available.

**NOTE:** In the HS section, the "number of seniors" is the population reported directly from the schools. The "number available" in the list section, is the number of seniors with a name and a telephone number and/or address. The two numbers may not be the same. The difference between these two figures shows how far an RS is from constructing lists of 100 percent of the enrolled seniors.

**4. RECRUITER SUPPORT (FYTD):**

Of the recruiter support activities listed below, appropriately enter the total number scheduled and conducted FYTD. Enter the total number leads generated and leads conducted as a result of the recruiter support activity FYTD. Finally, enter the total enlistments that resulted from the recruiter support activity FYTD.



**Table G-1**

**Instructions for completing USAREC Form 816 and USAREC Form 816-A (all entries are current as of the last RSM)--continued**

- ADSW.
- COI Events.
- DEP and DTP Functions.
- HRAP.
- RSB Exhibits.
- TAIR Events.

**5. MISSION-RELATED  
DATA (FYTD):**

The total number of RA and USAR contracts written FYTD.

The total number of DEP and DTP losses FYTD.

The total number currently in DEP and DTP.

The total number of referrals provided by DEP and DTP members, current and FYTD (current are DEP and DTP members presently in the DEP and DTP). FYTD, being all referrals from the beginning of the FY to present. The total number of enlistments from referrals provided by DEP and DTP members (current and FYTD).

The total number of DEP and DTP members promoted to E-2 or E-3 FYTD as a result of referrals.

The date of last DEP and DTP function and number of DEP and DTP members attended.

The total number of hi-grad enlistments last RSM and FYTD.

**6. ARMY COLLEGE  
FUND (FYTD):**

The total number of males and females who enlisted for the 2-year Army College Fund (ACF), 2-year plus ACF, 3-year ACF, and 4-year ACF.

**7. BRIGADE/BATTALION/  
COMPANY/STATION  
COMMANDER ITEMS  
OF INTEREST:**

Used for additional information.

NOTE: All entries are current as of the last completed RSM.

**Table G-2**

**Instructions for completing USAREC Form 711-3**

<b>Cells Numbered</b>	<b>Enter (use fig G-3 with this table):</b>
( 1 )	Mission in "black" as received from higher headquarters. Special Mission: Normally RSs will not receive OCS or WOFT missions from Rctg Bde headquarters, however, local headquarters may assign these missions, which will then be placed under the appropriate category.
( 2 )	Total achievements in "blue" for mission accomplishment and "red" for shortfalls. Special Mission: Indicate all OCS and WOFT enlistments under the appropriate special mission category in "blue."
( 3 )	Achievements in "green" by education level, gender, and test category (i.e., GMA, SFA, GFB, CFA, etc.). (Example, if three SMAs were achieved for the RSM then a green "3" would go under "SMA.") NOTE: Place all Tier II (HA) and Tier III (NA) achievements under the "HA" category, respectively separated with a slash (/).
( 4 )	Any other mission category received from HQ USAREC. NOTE: This is for HQ USAREC assigned mission categories only.
( 5 )	Total mission as received from higher headquarters for RA, USAR, and their combined total.
( 6 )	Total achievement for RA, USAR, and their combined total.
( 7 )	A blue "Y" if mission box, or a red "N" if not.

## Appendix H

### Market Analysis

#### H-1. General

a. There are many aspects to market analysis, one of which is interpretation and analysis of the Market Share Report. The CLT must analyze each RS's area of operation with respect to how it compares to other services. Market share and market penetration are indicators of how the Army and other services fare in producing enlistments. The information derived from this analysis should be used when missioning RSs.

b. The Market Share Report in conjunction with a current RMA, and the assistance of the Rctg Bn staff can be used to construct a market analysis of any Rctg Co and discover weak, mediocre, and strong RSs and areas. For the purpose of the examples below we will only deal with GSA contracts; however, the analysis can be used for volume or any category as well.

#### H-2. Explanation of terms

a. Market penetration. The total number of GSA contracts a Rctg Co's area (all of DOD) produces divided by the total 17 to 21 year old population in the Rctg Co's area (multiplied by 1,000).

NOTE: Multiplying by 1,000 allows the use of whole numbers instead of decimals.

b. Markets of opportunity. Any RS area that penetrates a market above the average number of GSA contracts and the RS's share of market is below the Rctg Co's share. (High penetration and low share.)

c. Market share. The total number of GSA contracts an RS produces divided by the total number of GSA contracts all DOD produces in that RS area.

d. Bread and butter RS. Any RS area (all DOD) that penetrates a market above the average number of contracts and has a share equal to or exceeding the Rctg Co market share. (High penetration and high share.)

#### H-3. Penetration and share computation

How to figure penetration, share, bread and butter, and market of opportunity.

a. Market penetration is determined using the following formula:

(1)  $\text{Rctg Co Market Penetration} = (\text{Rctg Co DOD YTD GSA/Rctg Co Total 17 to 21 Pop}) \times 1,000$ . Example: Rctg Co "X" yielded 347 GSA contracts to all services during period of analysis. Rctg Co "X" has a total 17 to 21 population of 20,000. To determine market penetration use the above formula.  $(347/20000) \times 1,000 = 17.35$  (rounded to 17.4) GSA contracts per RS.

(2) Consider RS "Z." If the RS's penetration is less than 17.4 it is considered to be low. If it yielded more than 17.4, RS "Z" has a high penetration market.

(3) To determine RS market penetration, use

the same formula and substitute RS DOD GSA and RS total of 17 to 21 population.

b. Market share: Rctg Co GSA contracts Army only divided by DOD GSA contracts (all services). Example: 184 (GSA Army) divided by 347 (GSA DOD) = 53 percent.

c. Bread and butter: Using the hypothetical Rctg Co in a and b above, any RS area (DOD) that has a penetration rate of more than 17.4 GSA and possesses a share of 53 percent is considered a high penetration and high share. The rationale is that DOD is penetrating the market and that individual Army RS is taking a large share of the penetration.

d. Market of opportunity: Any RS area (DOD) that has a penetration greater than 17.4 GSA contracts and the RS possesses a share of less than 53 percent is considered a high penetration and low share. This is an RS that needs improvement, and recruiting resources and assistance must be directed toward the RS to increase market share.

#### H-4. Penetration and share identification

All RSs in a Rctg Co will be categorized quarterly under the following titles. Once this categorization is accomplished then a CLT can better understand how each RS is penetrating a market (see table H-1).

a. High penetration and high share (bread and butter).

b. Low penetration and high share.

c. Low penetration and low share (LP/LS).

d. High penetration and low share (market of opportunity).

#### H-5. Plan of action

a. Upon completing all computations and all "markets of opportunity" are identified, a quarterly marketing council meeting will be convened to determine what assets need to be directed toward the market of opportunity.

b. The following personnel participate in the meeting along with the CLT to determine where to direct resources.

(1) S1: Assess recruiter strength (RA and USAR). Look at Recruiter Program versus seasoned recruiters, RS commander tenure, Recruiter Program development, and anticipated gains and losses. Are publications current and recruiting publicity items up to date? Do we have a spark plug in the RS (super, dynamic recruiter who spreads good attitudes and enthusiasm and has a great outlook in his or her job)?

(2) S3: How is RS missioned? Are they missioned in all markets (grads, seniors, others, etc.)? What part of the Rctg Co mission does the RS have? Are they provided with exceptional waiver support, OCS or WOFT boards, MEPS support?

(3) ESS: Are schools administering ASVAB and releasing results? What school does the ESS need to assist recruiter with? Can he or

she get lists from people outside the school? Is he or she coordinating with local adult education programs for program design and maybe potential enlistments?

(4) S4: Is the RS in a good location? Are the facilities in good shape? What supplies does the RS need to make the job easier? Are there any maintenance problems? Do we have sufficient vehicles and telephones? Are the vehicles in good working order?

(5) Advertising and public affairs: Is TAIR directed toward market of opportunity? What kind of advertising should be directed in area newspapers, radio, television (i.e., combat arms, adventure, skill training, competitive edge, high tech, etc.)?

(6) Chain of command: Has the RS commander attended the RS commander course? Does the RS commander need more training? Does the RS commander DPR well and properly? Is the RS commander training soldiers? Is the RS commander organized? Does the RS commander have a system and is it up to date?

c. Upon completion of the meeting each member of the Rctg Bn staff will submit its assessment of the market of opportunity to the Rctg Co commander in writing. The Rctg Co commander will combine the input with his or her firsthand knowledge of the situation and the assessment of the BLT to formulate a plan of action to increase the Army's share in the market of opportunity.

NOTE: RSs identified as LP/LS are not identified as markets of opportunity and as such, the detailed analysis and plan development prescribed above is not required. Generally, they are excluded from the market of opportunity category only because of their relative size, because less overall production will accrue to the Rctg Co by improving their market share. Nonetheless, they also require the attention of the BLT and CLT. The Rctg Co commander can do a simple computation that will determine how many additional contracts would result by fixing a given LP/LS RS. If the net gain is substantial, the CLT may choose to elevate the LP/LS RS to the market of opportunity status.

#### H-6. Missioning

DOD penetration and Army share are important considerations in the missioning process. Generally speaking, an RS should receive that portion of the Rctg Co's mission that it is capable of producing. For example, if the history of DOD production in an RS is 20 percent of the total DOD contract production of the entire Rctg Co, then that RS should be given about 20 percent of the Rctg Co mission. A multitude of other factors should be considered as well, including production for the like quarter previous year, recruiter authorized and assigned strength, experience of the force, personnel turbulence, shifts in the labor market, history of a specific category, seasonally, or any other pertinent fac-

tors.

## H-7. Resource utilization

The above analysis, compiled with information contained on a current RMA, allows a CLT to determine how much potential any RS pos-

sesses. USAREC Manual 100-5, chapter 3, describes how an RMA factors in the size of the market and what percentage of the market is recruitable for active service. These factors plus the market of opportunity analysis identified above indicates where time and resources

need to be directed. This analysis will be conducted quarterly upon receipt of the Market Share Report. RS commanders will be counseled on the results of the analysis pertinent to their RS's zone.

**Table H-1**  
**Market analysis matrix**

<b>DOD Penetration of Market (RS Area)</b>	<b>RS Market Share</b>	<b>Consider</b>
High	High	Doing well - continue with plan. Don't ever allow this bread and butter RS to break. Do everything to keep on the path of success. Try to anticipate obstacles and head them off.
High	Low	Something is seriously wrong! Analyze all areas to find weak links. Determine whether grad market or senior market is weak. How long has the RS been a market of opportunity? If it has been one for a long time, then a serious look needs to be taken at attitudes, leadership, work ethic, etc. If it has not been one for a long time, only minor adjustments may have to be made. Why are other services selling and not the Army? Which service is cleaning up? Consider adjusting advertising approach. Conduct a plan of action as outlined in this appendix.
Low	Low	It is obvious that neither DOD nor the Army is doing well in this area. The Army needs to evaluate what it is doing and take steps to capture all markets that no one in DOD is taking. Start formulating a good program to penetrate the HSs. This situation might be a golden opportunity for the Army to capture all the schools. To capture the grad market, efforts need to increase in Army exposure through advertising, face-to-face prospecting, posting the area, and blitzing of the past grad LRLs to find out what the grads are doing. Is the mission too low?
Low	High	The Army is producing more than any other service but DOD in general is not doing well. Consider some of the above items and improve upon what the Army is already doing. What the Army is doing is obviously okay, but we must do more of it. Do we need all the recruiters in this RS that are assigned? Should we reapportion the force and the mission?

## **Appendix I**

### **Mission Tracking**

#### **I-1. General**

This appendix contains those reports necessary for Rctg Cos to track mission accomplishment of RSs. Reports used to ensure mission is received and assigned, and subsequent mission accomplishment tracked efficiently are:

- a. Mission Group Combined Columns (Glide Path).
- b. Mission Group Combined Columns (Non Glide Path).
- c. Mission Recommendation and Assignment Spreadsheet (Monthly, Quarterly, Yearly).
- d. Mission Recommendation and Assignment Spreadsheet (Quarterly, Yearly).
- e. Monthly and Quarterly Mission Box.
- f. RA and USAR Separate Column Missions (Glide Path).
- g. RA and USAR Separate Column Missions (Non Glide Path).
- h. Special Operations Separate Column Missions.
- i. WOFT/OCS Enlisted Option Separate Column Missions.

NOTE: All these reports are view only and are located at the ARISS TOS. The CLT can view these reports for the Rctg Co, RS, or recruiter level.

#### **I-2. Procedures**

- a. Mission will be received and assigned in accordance with USAREC Reg 601-73.
- b. The CLT will conduct daily tracking of mission accomplishments by using the MEPS PL located at the ARISS TOS.

#### **I-3. Analysis**

The MEPS PL gives you a snapshot of how the Rctg Co, RS, and each of your recruiters are making progress toward mission accomplishment for the current month. This list coupled with a daily, monthly, quarterly, or YTD Battalion Operations and Awards Reporting System production report located at the ARISS TOS will provide you an accurate production status of the Rctg Co and RSs. It can easily be carried on the road and reviewed prior to visiting an RS.

#### **I-4. Disposition and filing instructions**

All electronic applicant PLs will be maintained at ARISS TOS for 3 years and then moved to an archive.

## Appendix J

### Recruiting Company Mission Planning

#### J-1. Philosophy and rationale

To fully understand RS missioning, an understanding of the philosophy and rationale behind the system is necessary. There are three goals of the production management system (PMS) (listed in order of priority):

- a. It provides an indicator of sales training needs.
- b. It provides a method to determine work requirements for RS mission box accomplishment.
- c. It provides an early warning system to the chain of command to preclude failure.

#### J-2. Principles of PMS

To prevent PMS from becoming invalid the following principles must be adhered to:

- a. Single standardized system command-wide:

- (1) Separate systems prohibited.
- (2) Ensures simplicity.
- (3) Ensures trainability at the United States Army Recruiting and Retention School.

- b. Mission planning based on RS assigned mission and conversion data based upon previous accomplishments.

- c. RS commanders must understand and buy into the system, therefore, RS commanders must develop their own plans.

- (1) RS commander responsibility for mission box success.

- (2) Recruiter work requirements directed by the RS commander and recruiter's conversion data.

- d. Administrative requirements will be limited to those required by USAREC production management regulations.

- e. Mission box plan flexibility:

- (1) Minimum USAREC prospecting goal is four appointment conducts and one test per recruiter per week.

- (2) During plan preparation, leaders may modify their appointment conduct and test requirements based upon:

- (a) Personal judgment.
- (b) Necessity to "re-norm" unattainable requirements.

- (3) Conducts redirected weekly following accomplishment by mission categories.

- f. Each RS's plan stands alone and progress is judged against its own plan.

- (1) The RS will track and report all activities regardless of source.

- (2) The RS's conversion is rolled-up directly from the recruiter's conversion total.

- g. Tracking and reporting achievements:

- (1) The CLT will receive and track accomplishments daily from the RS commanders.

- (2) The CLT will report all accomplishments, regardless of lead source, to the Rctg Bn daily.

#### J-3. Administrative rules

The CLT is required to review each RS's work plan and accomplishments on a daily basis using

USAREC Form 635-L (Production Collection Worksheet) (see fig J-1). Adjustments, if needed, will be made to ensure each recruiter accomplishes the minimum of four conducts and one test weekly if his or her conversion data is over inflated. This form will be forwarded to the BLT on a daily basis.

NOTE: The RS commander performs adjustments to the RS work plan with assistance from you, the CLT, if needed.

#### J-4. Tips for successful mission box planning

- a. Read thoroughly and understand USAREC Reg 350-7.

- b. Familiarize yourself with the Recruiting Central Web site (<http://learn.usarec.army.mil/rc/>) and the CLT Tool Kit. It will provide you with many useful tools that can be used as combat multipliers in your recruiting efforts.

- c. Involve your subordinate leaders by permitting them to develop their own plans. This participatory style of leadership and mentoring will instill a pride of ownership and a positive share in the success of the plan.

- d. Track your accomplishments daily and make adjustments in your plan in conjunction with the lower level, weekly.

- e. Ensure that prospecting is always directed towards the most critical mission to be accomplished.

- f. Keep it simple.

- g. Insist upon a consistent (not necessarily equal) planned work effort during each week of the RSM.

- h. CLTs must ask themselves, "Is sufficient prospecting being planned to accomplish the mission"?

- i. Ensure that requirements demanded of your field force are achievable so as not to place them into the ethical dilemma of reporting failure or lying about achievements to avoid punishment.

- j. You must be aware of your progress against mission box on a daily basis. Mid-course corrections to the prospecting plan must be accomplished weekly to preclude falling so far behind on contract glide path that the shortfalls will be impossible to correct. Staying on track makes visible your remaining requirements. You are given time to search and call for the few needed to fill specific categories.

- k. Demand uncompromising standards of integrity. Be strict, consistent, prompt, and unblinking in your management system.

- l. Remove distractions from time used for prospecting, lead the charge, and always provide purpose, direction, and motivation to your field force.

#### J-5. Mentoring

- a. An increasing number of our RS commanders are new recruiters. Many have just recently completed the Recruiter Program. It is critical that experienced leaders at the CLT level mentor these inexperienced RS commanders not only in the mechanics of mission box plan

preparation and implementation, but also in the key leadership principles as contained in FM 22-100 (likewise, the BLT must mentor the CLT). Communication, coordination, supervision, evaluation, motivation, training, and problem solving are all critical to the role of an RS commander and CLT member.

- b. Fight the inclination of the inexperienced leader to totally immerse himself or herself into the accomplishment of day-to-day requirements. To be sure, mission box must be accomplished in order to be successful, but the investment required to achieve success consistently is one that requires teaching leadership skills and traits to your subordinate leaders.

- c. A leader must have technical proficiency as well as possess the leadership ability to be effective. All levels (especially RS commanders) must be thoroughly familiar with USAREC Reg 350-7. Leaders must possess a thorough working knowledge of the regulation, and are not just following a short, locally published memorandum of instruction on how to implement the system.

# Production Collection Worksheet

(For use of this form see USAREC Reg 350-9)

Rctg Co/Rctg Bn/Rctg Bde: Waterloo Rctg Co																		As of: 15 Feb 02		
		Week 1			Week 2			Week 3			Week 4			Week 5			Total			
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
RECRUITERS	GRD																			
RA 1 USAR 1	SR	2	5			2			4									4		
RS/Rctg Co/Rctg Bn:	OTH																			
4L1D	GC	2	4	1		3			3									10	1	
	PS																			
	OTH																			
	TOTAL	4	9	1		5			7									21	1	
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
RECRUITERS	GRD	2	6			13	2		10	1								29	3	
RA 3 USAR 1	SR	1	5	1		6	3		2									13	4	
RS/Rctg Co/Rctg Bn:	OTH			1															1	
4L1G	GC			3		3	1		3									6	4	
	PS		2	1														2	1	
	OTH			1															1	
	TOTAL	3	13	7		22	6		15	1								50	14	
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
RECRUITERS	GRD	2	4			6	1		3									13	1	
RA 3 USAR	SR	2	5			3	1		7									15	1	
RS/Rctg Co/Rctg Bn:	OTH								1										1	
4L1L	GC																			
	PS																			
	OTH																			
	TOTAL	4	9			9	2		11									29	2	
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
RECRUITERS	GRD	2	2			1			2	1								5	1	
RA 2 USAR	SR	1	6	1		8			2									16	1	
RS/Rctg Co/Rctg Bn:	OTH					1													1	
4L1N	GC			1		6			4									10	1	
	PS																			
	OTH																			
	TOTAL	3	8	2		16			8	1								32	3	
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
RECRUITERS	GRD	6	12	2		9	1											21	3	
RA 4 USAR 1	SR	4	5	4		13	2											18	6	
RS/Rctg Co/Rctg Bn:	OTH		1																1	
4L1T	GC	2	3	1		4												7	1	
	PS	3	1			1												2		
	OTH		1	1														1	1	
	TOTAL	15	23	8		27	3											50	11	
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
RECRUITERS	GRD								5	1								5	1	
RA USAR	SR								15	1								15	1	
RS/Rctg Co/Rctg Bn:	OTH								4									4		
	GC								4									4		
	PS																			
	OTH																			
	TOTAL								28	2								28	2	
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
TOTALS		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	
RECRUITERS	GRD	12	24	2		29	4		24	3								12	77	
RA 13 USAR 3	SR	10	26	6		32	6		26	1								10	84	
RS/Rctg Co/Rctg Bn:	OTH		1	1		1			5										7	
Waterloo Rctg Co	GC	4	7	6		16	1		14									4	37	
	PS	3	3	1		1												3	4	
	OTH		1	2															1	
	TOTAL	29	62	18		79	11		69	4								29	210	
		MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	MSN	AC	T	

## **Appendix K**

### **Lead Source Analysis**

#### **K-1. General**

The ARISS LSA report is automated and is located at the ARISS TOS in the Leads-Reports folder. This report provides the CLT with a method of evaluating sales proficiency in relation to the specific market segments. RS commanders and individual recruiters will have access to their own LSA at the TOS. All automated LSA reports will be populated based on the RS commander's approval of all recruiter actions in the Contact History screen located in the RWS Leads-Reports application. All entries are automatic and the CLT is not able to make annotations on the report.

#### **K-2. Procedures**

The results of each LSA will be reviewed with the appropriate RS commander, pointing out the degree to which the RS relies upon each lead source to meet mission requirements. RS commanders will provide training and leadership to promote sales effort, efficiency, and market penetration increases, as appropriate, among assigned recruiters.

#### **K-3. Analysis**

- a. The volume of appointments conducted, when compared with contracts obtained, indicates efficiency in converting prospects of a particular lead source.
- b. The absence, or low volume, of appointments conducted and contracts obtained in a given market segment, indicates the potential for increased production by directing activity into the appropriate market.
- c. A low volume of contracts obtained, in relation to appointments made in a particular market segment, indicates difficulty in converting appointments to contracts, and must be resolved through sales training provided to recruiters by the RS commander and CLT.
- d. As with any other data gathered, the LSA only provides an indicator of strengths and weaknesses. Thorough analysis of tools at the recruiter level is necessary to confirm indicators and provide corrective action.

## **Appendix L**

### **Mental Evaluation Test Processing Log**

#### **L-1. General**

The ARISS MET processing log is automated and located at the ARISS TOS in the Leads-Reports folder. This report provides the CLT with a method to analyze the results of ASVAB testing and monitor processing of applicants towards mission accomplishment. It permits the CLT to view applicants that have been projected for testing by selecting a date range. The CLT can view individual RS's MET processing logs or the Rctg Co's MET processing log. All entries are automatic based on projections by the recruiters and the CLT is not able to make annotations on this report.

#### **L-2. Procedures**

- a. Initiate corrective action when testing volume and results do not meet or exceed mission plan requirements.
- b. 1SGs will track all MET tested applicants for a minimum of 90 days, until enlistment, or final disposition (determined by the 1SG) and will review each projected tester and tested not enlisted with the RS commander during DPR. The PL is the source document that permits the 1SG to pull contracts along. It must be recognized that contact-to-contract time varies between recruiters in the Recruiter Program and experienced recruiters. Therefore, 1SGs must attempt to enforce a maximum 72-hour appointment made to appointment conducted, no more than 72 hours from appointment conducted to testing, and no more than 72 hours from testing to floor. The intent is to obtain an enlistment contract at the earliest opportunity. The more elapsed time in the step-to-step processing, the greater the increase in qualified not enlisted. It is imperative that the 1SG suspense all tested not enlisted for future followup (e.g., parental consent required - set suspense no later than 72 hours after testing).

#### **L-3. Analysis**

- a. Use of the log permits the CLT to review testing volume daily, permitting an assessment of meeting mission requirements.
- b. An abnormally large number of unqualified testers may indicate prospecting in restricted market segments, rather than in the entire marketplace.
- c. Low test scores may also indicate a need to examine lead source mixes of the RSs and/or for individual recruiters.
- d. Consistently high scores by the applicants of a single recruiter, when accompanied by low deviations, may indicate the potential for prospecting tips that should be shared with other recruiters.
- e. It has been adequately demonstrated by analysis that "MET passed" volume can be used to accurately predict contract volume in the following week.
- f. The only acceptable methods of increasing testing volume are to either increase pros-

pecting or to more effectively convert those prospects being processed to contracts. Work ethic and sales training issues must be addressed as possible solutions for low testing volume.

g. The MET log is the pulse of production tools in the Rctg Co. It is the 1SG's PL and is used much as the RS commander uses the RS PL. After test qualifying, applicants will be tracked individually by the 1SG until a final disposition is determined.

h. During DPR, ask RS commanders about the status of each MET qualified applicant. Using the ARISS Remote Performance Review feature the CLT can check the status as well as the aggressiveness of followups. There must be evidence of RS commander involvement on the RS commander comments area of the PDR to show validation of attempts made to move test qualified applicants to enlistment as quickly as possible.



## **Appendix M**

### **DEP/DTP Tracking Log**

#### **M-1. General**

The ARISS DEP/DTP tracking log provides the CLT with a method to monitor the status of DEP and DTP enlistments, referrals, and number of enlistments obtained from those referrals. It also includes those enlistees which the Rctg Co has been tasked to process as courtesy enlistments, and to evaluate the effectiveness of the sales force in promoting special programs. This report is automated and is located at the ARISS TOS in the Leads-Reports folder. The CLT can view an individual RS's DEP/DTP tracking log or the Rctg Co's DEP/DTP tracking log. All entries are automatic and the CLT is not able to make annotations on this report.

#### **M-2. Procedures**

a. The CLT will monitor DEP/DTP tracking logs by recruit ship week and verify ship potential (red, green, or amber). Using the ARISS Remote Performance Review feature the CLT can check the status as well as the aggressiveness of followups. There must be evidence of RS commander involvement on the RS commander comments area of the PDR to evaluate the effectiveness of RS followups and supervision of the recruiters by the RS commander.

b. After an applicant enlists into the RA, a status change from applicant to DEP must occur. If an applicant enlists into the USAR, status changes from applicant to DTP. If a DTP soldier is a Phase 1 Shipper, a status change to unit member is required. The DEP/DTP Transfer and Assumption screen is used to transfer DEP and DTP members from one recruiter to another. CLT can view for approval or disapproval.

#### **M-3. Analysis**

The DEP/DTP tracking log is reviewed by the CLT to determine if RS maintenance of the DEP and DTP pool is adequate, based on the incidence of DEP loss and referrals being aggressively sought and obtained. The purpose of such analysis is to assist in formulating training and leadership actions designed to result in reduced DEP and DTP loss and increased production as a result of referrals.

a. A small number of DEP and DTP promotions should alert the CLT to the need for greater emphasis on DEP and DTP followup activities. The CLT must train RS commanders to increase referrals gained by recruiters and more efficiently convert those referrals to contracts.

b. Information pertaining to special options may be reviewed to determine if emphasis is being placed on enlistment incentives during sales interviews.

## **Appendix N**

### **Recruiting Station Evaluation Checklist**

#### **N-1. General**

The RS evaluation system assists the CLT in monitoring and enforcing standards to accomplish mission requirements. Additionally, these evaluations assist the CLT in identifying and correcting deficiencies and identifying training needs within the RS.

#### **N-2. Procedures**

The CLT will evaluate RSs semiannually using USAREC Form 660 (see fig N-1). The CLT will conduct an initial USAREC Form 660 inspection for new RS commanders within 90 days of assignment. Deficiencies will be noted and provided to the RS commander for corrective action or training in accordance with the followup evaluation date established by the CLT. All comments made during followup evaluations will be preceded by the date of the followup evaluation. Only one copy of the checklist will be made and will remain in the RS for followup.

NOTE: USAREC Form 660 can be a continuous inspection during the 6-month period.

#### **N-3. Analysis**

a. USAREC Form 660 is designed to provide the RS commander with an accurate picture of the state of the RS and definitive solutions to correct deficiencies. It is imperative that a detailed description of how to fix the problem be annotated under Remarks to all questions that were answered with a "no." If the Remarks section does not allow sufficient room, continue the remarks on page 8.

b. The evaluator will establish a followup evaluation date at the end of the evaluation. The RS commander's suspense date to correct deficiencies will be the followup evaluation date. At the end of the first followup evaluation another one will be scheduled if there are still deficiencies that have not been resolved.

c. This form will be reviewed in conjunction with the quarterly NCO-ER counseling of the RS commander.

d. After each semiannual evaluation the current USAREC Form 660 will be compared to the previous semiannual USAREC Form 660 and analyzed for recurring deficiencies.

#### **N-4. Disposition and filing instructions**

The current copy of USAREC Form 660 will be maintained in the back of the RS inspection binder. The previous semiannual evaluation will be maintained in the RS active files.

<b>RECRUITING STATION EVALUATION CHECKLIST</b> (For use of this form see USAREC Reg 350-9)							
<b>DATE INITIATED:</b> 2 Oct 01		<b>REQUIRED 6-MONTH DATE OF COMPLETION:</b> 2 Apr 02		<b>COMPLETION DATE:</b> 1 Nov 01			
<b>RS:</b> Columbus North		<b>RS ASSETS</b>	<b>AUTH</b>	<b>ASGN</b>	<b>SHORT/OVER</b>		
<b>RS COMMANDER:</b> SFC Telepak		LPSC/OPSC	1	1			
<b>DATE ASSIGNED:</b> 13 Jul 00		RA RCTRS	5	5			
		USAR RCTRS	1	1			
<b>79R/DETAILED:</b> 79R	<b>YRS EXP:</b> 3	<b>TOTAL</b>	7	7			
<b>ATTENDED RSC COURSE:</b> <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		<b>NUMBER ENROLLED IN NEW RECRUITER PROGRAM:</b> RA: 2                      USAR:					
<b>1. YTD PRODUCTION STATUS</b>	<b>MB YTD</b>	<b>GSA/VOL%</b>	<b>DOD GSA/VOL%</b>	<b>YTD D/L%</b>	<b>REMARKS</b>		
AS OF RSM: Sep, FY 01	No	73%/85%	100%/120%	13%			
AS OF RSM: Oct, FY 02	No	80%/90%	100%/150%	9%			
AS OF RSM:		/	/				
AS OF RSM:		/	/				
AS OF RSM:		/	/				
AS OF RSM:		/	/				
<b>2. USAREC FORM 660 (RECRUITING STATION EVALUATION CHECKLIST) AND USAREC FORM 1117 (RECRUITING INSPECTION LOG) (REF USAREC REG 350-7):</b>							
					<b>YES</b>	<b>NO</b>	<b>NA</b>
a. Are they maintained in separate three-ring binders? Current USAREC Form 660? Last 6 months of USAREC Forms 1117?					X		
b. Are they properly presented and maintained by the RS commander each visit from an inspector?					X		
c. Are entries being recorded and properly documented during each visit by inspectors?					X		
d. Are recommendations and suspense dates being provided for each finding noted?					X		
e. Is the RS commander entering date and initials after each finding is corrected?					X		
f. Are historical results transferred to functional files at close of each fiscal year?					X		
<b>3. RECRUITING STATION OPERATIONS AND MARKET ANALYSIS BOARD (REF USAREC REG 350-7):</b>							
a. Is the Market Analysis Board constructed in accordance with USAREC Reg 350-7, appendix C?						X	
b. Is the RS's mission and achievements being properly posted?					X		
c. Is the USAREC Form 816-A (Recruiting Station or Company Assets Form) correct and can RS commander properly analyze data?						X	
d. Does the RS have the current year-to-date market share and last fiscal year's like period?					X		
e. Does the RS commander and assistant give a professional RS briefing? Has the RS commander briefed all recruiters monthly on RS status?					X		
<b>REMARKS:</b>							
<b>DATE OF INSPECTION AND NAME OF INSPECTOR:</b> 2 Oct 01/1SG Castillo							
<b>DEFICIENCIES:</b> Quarterly ZIP Code data not posted properly on overlay #3. USAREC Form 816-A does not close loop with USAREC Form 711-3, LSA, school data sheet, and DEP tracking log.							
<b>CORRECTIVE ACTION AND SUSPENSE DATE:</b> Post overlay #3 with proper ZIP Code data (through 4th qtr, 8 Oct FY 01) in accordance with USAREC Reg 350-7.							
Conduct a complete scrub of the USAREC Form 816-A. Ensure all data closes loop with the appropriate associated forms or TOS reports. 8 Oct							
<b>FOLLOWUP INSPECTOR, RESULTS, AND DATE:</b> CPT Paske - ZIP Code data on overlay #3 is posted properly in accordance with USAREC Reg 350-7. 9 Oct							
CPT Paske - Data on USAREC Form 816-A is posted properly and consistent with data provided on all related reports. 9 Oct							

Figure N-1. Sample of a completed USAREC Form 660

4. COMPLETION AND UTILIZATION OF MANAGEMENT SYSTEMS.	YES	NO	NA
<b>a. TIME MANAGEMENT (PLANNING GUIDE) (REF USAREC REG 350-6 AND USAREC REG 350-7):</b>			
(1) Does the RS commander and all recruiters have a USAREC-mandated planning guide?	X		
(2) Is the RS commander authenticating plans daily and initialing all recruiters' planning guides?		X	
(3) Are daily sections being properly planned, executed, and analyzed to improve the RS's performance? Is a 2-week plan in place?		X	
(4) Are recruiter expenses being recorded daily or as they occur within the planning guide? Are recruiters transferring to SF 1164 (Claim for Reimbursement for Expenditures on Official Business) and filing monthly?	X		
(5) Are monthly and yearly sections being utilized to manage recruiter time? Are monthly and yearly events transferred to the daily section for planning?	X		
<b>b. DAILY PERFORMANCE REVIEW (DPR) (REF USAREC REG 350-6 AND USAREC REG 350-7):</b>			
(1) Are both face-to-face and Army Recruiting Information Support System (ARISS) DPRs being conducted daily between the RS commander and all assigned recruiters?	X		
(2) Is the RS commander approving or disapproving all status and disposition changes on each applicant's prospect data record (PDR) file on ARISS (i.e., lead, prospect, applicant, Delayed Entry Program (DEP), Delayed Training Program (DTP), and unit members)?	X		
(3) Is the RS commander inspecting each recruiter's tools and closing the loop with 100 percent of all actions as they occur (ongoing event throughout the day)?	X		
(4) Is the RS commander using the comments section in the Contact History screen of the PDR files in ARISS to provide proactive guidance to recruiters regarding what the next step of the processing cycle should be? Are suspense dates proactive or reactive?	X		
(5) Are ARISS applicant processing lists being analyzed to determine training needs and production weaknesses of each assigned recruiter?	X		
(6) Is the RS commander maintaining conversion data on all assigned recruiters' USAREC Forms 635-B (Conversion Data Chart)?	X		
<b>c. APPLICANT DATA RECORD AND COMPUTERIZED DATA RECORD (REF USAREC REG 350-6):</b>			
(1) Does the RS utilize an applicant prequalification system to eliminate excessive no-show and disqualification rates?	X		
(2) Are applicant data records completed properly on all appointments made? Is information loaded into ARISS immediately following lead generation?	X		
<b>d. MISSION ACCOMPLISHMENT PLAN (MAP) (REF USAREC REG 350-7 AND USAREC REG 350-9):</b>			
(1) Does the RS have an MAP?	X		
(2) Are the MAP requirements being met?	X		
(3) Is the RS commander incorporating MAP requirements into each recruiter's daily, weekly, and monthly prospecting requirements?	X		
(4) Is the RS commander conducting proper analysis of the MAP?	X		
(5) Is the RS commander identifying choke points in the processing cycle utilizing the MAP?	X		
(6) Is the RS commander coordinating with the first sergeant (1SG) to make proper adjustments to the MAP based on the analysis and choke points identified in the MAP?	X		
<b>REMARKS:</b>			
<b>DATE OF INSPECTION AND NAME OF INSPECTOR:</b> 2 Oct 01/1SG Castillo			
<b>DEFICIENCIES:</b> Numerous days in the last 4 weeks have not been reviewed and initialed in the recruiters' planning guides by the RS commander. It has resulted in an unacceptable amount of poorly planned and executed prospecting. Recruiters are averaging 2.1 conducts per recruiter per week over the last 8 weeks and just 1.5 testers per month over the same time period.			
<b>CORRECTIVE ACTION AND SUSPENSE DATE:</b> RS commander will review and initial all planning guides daily. 8 Oct			
Special attention must be given to ensure that planned prospecting takes place and is productive in nature and not just accomplished to meet a requirement.			
Prospecting efforts must be adjusted throughout the week to ensure recruiters execute a sufficient amount that will lead to four new conducts per week. Push the test. (Cont'd on page 8)			
<b>FOLLOWUP INSPECTOR, RESULTS, AND DATE:</b> CPT Paske - RS commander now initialing planning guides daily. 9 Oct			
CPT Paske - Prospecting has increased. RS commander is making proactive adjustments as needed. 9 Oct			

Figure N-1. Sample of a completed USAREC Form 660 (Continued)

4. COMPLETION AND UTILIZATION OF MANAGEMENT SYSTEMS (continued).	YES	NO	NA
<b>e. PROSPECTING (REF USAREC REG 350-6):</b>			
(1) Is the RS utilizing precall plans when planning for and executing telephone prospecting? Are they using the Create List feature on ARISS?	X		
(2) Does the RS possess junior, senior and grad lead refinement lists (LRLs) (or automated lead refinement lists (ALRLs) on the recruiter workstation (RWS)) for each assigned high school, college, and vo-tech?		X	
(3) Does each recruiter assigned have a general LRL and/or ALRL in which to prospect from?	X		
(4) Are LRLs and ALRLs being prepared and maintained in accordance with USAREC Reg 350-6?	X		
(5) Is the USAREC homepage ( <a href="http://maps.usarec.army.mil/apps/usar/irr/index.htm">http://maps.usarec.army.mil/apps/usar/irr/index.htm</a> ) being utilized to search for United States Army Reserve (USAR) leads?	X		
(6) Have student Armed Services Vocational Aptitude Battery (SASVAB) lists been screened against or transferred to the proper LRL and ALRL?	X		
(7) Is the RS meeting milestones for list construction of junior, senior, and grad contacts?		X	
(8) Are all leads received through ARISS being contacted in a timely manner and monitored by the RS commander for effectiveness?		X	
(9) Is the RS commander continuously evaluating LRLs and ALRLs and reviewing for effective market penetration and training indicators?	X		
(10) Is the RS commander ensuring that prospecting from all possible lead sources occurs (i.e., telephone, referral, face-to-face, Internet)?		X	
(11) Has each recruiter developed active centers of influence (COIs) other than high school guidance counselors and are COI and very important person data records properly maintained on the RWS? Are COI events being conducted quarterly?	X		
(12) Are USAREC Forms 1149 (USAR Unit Data Folder) being properly maintained and utilized?	X		
(13) Is there a minimum of one referral from each DEP and DTP enlistee who has been in the DEP or DTP 30 days or more? Is the RS converting at least 25 percent of all DEP referrals into new enlistments?		X	
<b>f. ARISS LEADS MANAGEMENT (REF USAREC REG 350-7):</b>			
(1) Is the RS commander managing all ARISS leads properly? Have all leads been contacted in accordance with priority codes and contact time lines established in USAREC Reg 350-7?	X		
(2) Have all SASVAB leads been contacted in accordance with priority codes and contact time lines established in USAREC Reg 350-7?	X		
<b>g. ARISS LEAD SOURCE ANALYSIS (REF USAREC REG 350-7):</b>			
(1) Is the RS commander approving or disapproving actions in the Contact History section of the PDR file to ensure proper population and validation of the ARISS lead source analysis?	X		
(2) Is the RS commander assessing the ARISS Top of the System reports to conduct a proper analysis at the end of each month for training indicators and high and low payoff lead sources?	X		
<b>REMARKS:</b>			
<b>DATE OF INSPECTION AND NAME OF INSPECTOR:</b> 2 Oct 01/1SG Castillo			
<b>DEFICIENCIES:</b> Lists have not been obtained and/or constructed from Memorial and Carver HSs for the current SY. RS commander is not validating P-3 prospecting or getting back briefed on what actually was accomplished while the recruiters were out of the office. DEP referral prospecting is not a planned event. Only 13 DEP referrals in FY 01.			
<b>CORRECTIVE ACTION AND SUSPENSE DATE:</b> Meet with the registrar, principal, and/or guidance counselor 8 Oct at Memorial and Carver HSs to request a senior and junior list for the current SY.			
When reviewing daily plans, ensure recruiters have specific goals regarding P-3 prospecting. 8 Oct			
Also ensure they document their specific accomplishments.			
Have each recruiter plan and execute a minimum of 2 hours per week of P-2 (Cont'd on page 8) 8 Oct			
<b>FOLLOWUP INSPECTOR, RESULTS, AND DATE:</b> CPT Paske - RS commander obtained junior and senior lists 9 Oct from Memorial and Carver HSs.			
CPT Paske - RS commander now providing specific guidance to recruiters regarding what he expects 9 Oct during P-3. Recruiters now documenting their P-3 accomplishments.			
CPT Paske - Recruiters now planning and executing 2 hours of DEP referral prospecting per 9 Oct week. RS commander obtained seven quality DEP referrals last week.			

Figure N-1. Sample of a completed USAREC Form 660 (Continued)

4. COMPLETION AND UTILIZATION OF MANAGEMENT SYSTEMS (continued).	YES	NO	NA
<b>h. SCHOOL PROGRAMS (HIGH SCHOOL AND COLLEGE) (REF USAREC REG 350-6 AND USAREC REG 350-7):</b>			
(1) Are USAREC Forms 446 (School Folder) for each assigned school being prepared?	X		
(2) Are recruiters updating the ARISS School Information screens? Does the information on the ARISS School Information screens match with the school folders?	X		
(3) Does the RS have complete lists (85 percent of the lists contain names, telephone numbers, and/or addresses)? If not, what assistance has been provided from the company leadership team (CLT) and/or the battalion leadership team to obtain all required lists?	X		
(4) Have all Army-assigned schools been contacted for SASVAB testing?		X	
(5) Is the RS commander visiting assigned high schools with new recruiters? Has he or she visited all assigned schools within the last 12 months?	X		
(6) Does the RS possess a current copy of the approved recruiting battalion school's directory (Tier)?	X		
<b>i. DEP AND DTP MAINTENANCE (REF USAREC REG 350-7 AND USAREC REG 601-95):</b>			
(1) Is the ARISS DEP/DTP Tracking Log being maintained and utilized to monitor the current status of each DEP, DTP, and unit member?	X		
(2) Are all DEP and DTP referrals and E-2 and E-3 promotions being properly recorded and monitored in the PDR files on the RWS?	X		
(3) Are RS commander 30-day or 60-day followups being properly planned and executed?	X		
(4) Is the DEP and DTP orientation being accomplished and verified by the RS commander within 3 to 10 days on each new enlistee?	X		
(5) Are DEP and DTP losses being identified and reported in a timely manner?	X		
(6) Are DEP and DTP followups being accomplished and properly recorded in the Contact History screen of the PDR file on the RWS? Is the RS commander validating compliance during each and every DPR session?	X		
(7) Are proper DEP functions being planned and executed? Funded twice a year?		X	
(8) Are DEP function no-shows being properly tracked and followed up by the RS commander?		X	
(9) Are recruiters motivating their DEP and DTP members toward promotion via successful completion of USAREC Form 1137 (DEP/DTP Pre-BT Tasks List)?	X		
(10) Is the ARISS DEP/DTP Tracking Log being used to track Phase II shippers (unit members)? (Open DEP, DTP, and unit members PDR files on the RWS to verify.)	X		
<b>REMARKS:</b>			
<b>DATE OF INSPECTION AND NAME OF INSPECTOR:</b> 1 Nov 01/CPT Paske			
<b>DEFICIENCIES:</b> South HS has not been contacted or scheduled for the SASVAB. RS has not had a DEP formation in over 90 days and has had no funded DEP formations in over 12 months. Recruiters are not conducting training on pre-basic training tasks with their DEP members.			
<b>CORRECTIVE ACTION AND SUSPENSE DATE:</b> Contact principal at South HS to check status of SASVAB testing and get Rctg Bn ESS involved if necessary. 8 Nov			
Plan and execute one DEP formation each month for the remainder of the FY. Schedule funded DEP formations at least twice per FY. Incorporate pre-basic training tasks into your DEP formation training and motivate your DEP members toward promotion. 8 Nov			
<b>FOLLOWUP INSPECTOR, RESULTS, AND DATE:</b> 1SG Castillo - SASVAB scheduled at South HS for 17 Jan 02. 9 Nov			
1SG Castillo - DEP formations scheduled for the remainder of the FY. Funded formations scheduled for Dec and May. Pre-basic training tasks incorporated into each month's DEP formation training schedule. 9 Nov			

Figure N-1. Sample of a completed USAREC Form 660 (Continued)

5. RS TRAINING (REF USAREC MANUAL 25-100 AND USAREC REG 350-7):	YES	NO	NA
a. Does the RS possess a copy of USAREC Manual 25-100?	X		
b. Is the RS commander properly completing and maintaining USAREC Form 1165 (USAREC Schools/Training Folder)?	X		
c. Are the 1SG and RS commander properly performing Station Training Assessments Reviews to develop quarterly RS training schedules?	X		
d. Is scheduled training properly documented in both the mid-range and daily section of the planning guide of both the RS commander and each recruiter assigned?	X		
e. Is each individual correctional training sessions being recorded on USAREC Form 967 (Training Record)?	X		
f. Is the RS commander conducting weekly RS production meetings or afteraction reviews? Are training needs identified and incorporated into the RS training schedule?	X		
<b>6. NEW RECRUITER PROGRAM (REF USAREC PAM 350-2 AND USAREC MANUAL 25-100):</b>			
a. Are all new recruiters properly enrolled in the New Recruiter Program and properly assigned a USAREC Pam 350-2?	X		
b. Is the New Recruiter Program conducted in accordance with USAREC Pam 350-2 and USAREC Manual 25-100?	X		
c. Is all inprocessing being done within 30 days of the 1SG initiating USAREC Pam 350-2?	X		
d. Has the 1SG initialed all new Recruiter Handbooks in accordance with USAREC Pam 350-2? Is the 1SG reviewing and initialing all USAREC Pams 350-2 monthly to ensure proper administration and that adequate training is being provided?	X		
e. Is New Recruiter Program training being planned, conducted, and annotated in the planning guide?	X		
f. Are proper assessments, evaluations, and interviews being performed?	X		
<b>7. NONCOMMISSIONED OFFICER EVALUATION REPORT COUNSELING (REF AR 623-205):</b>			
a. Is there a published noncommissioned officer evaluation report rating scheme for every soldier assigned?	X		
b. Is a working copy of DA Form 2166-8 (Noncommissioned Officer Evaluation Report) being utilized?		X	
c. Did initial counseling occur within 30 days of the beginning of the rating period and were examples of excellence ratings and success rating listed in accordance with AR 623-205?		X	
d. Is the RS commander telling the soldier what is expected of him or her in the next 90 days and what he or she must do to achieve an excellence rating?	X		
e. Is a record of initial and quarterly counselings on DA Form 2166-8-1 (Noncommissioned Officer Counseling Checklist/Record) being maintained in accordance with AR 623-205?	X		
<b>REMARKS:</b>			
<b>DATE OF INSPECTION AND NAME OF INSPECTOR:</b> 1 Nov 01/CPT Paske			
<b>DEFICIENCIES:</b> RS commander doing a commendable job maintaining Recruiter Program Books (USAREC Pam 350-2). Good Job! RS commander has not conducted initial NCO-ER counseling on SSG Perkins and SSG Conyers. RS commander is not utilizing working copies of NCO-ERs during his quarterly counseling sessions.			
<b>CORRECTIVE ACTION AND SUSPENSE DATE:</b> Complete initial NCO-ER counseling on SSG Perkins and SSG Conyers. 8 Nov Initiate working copies of NCO-ERs on all recruiters. Use it as a tool to document various 8 Nov achievements throughout the rating period and to tell a recruiter, "This is how I would rate you if I were to rate you right now."			
<b>FOLLOWUP INSPECTOR, RESULTS, AND DATE:</b> 1SG Castillo - Initial counseling completed on SSG Perkins 9 Nov and SSG Conyers. 1SG Castillo - Working copies of NCO-ERs initiated on all recruiters. 9 Nov			

Figure N-1. Sample of a completed USAREC Form 660 (Continued)

8. ADMINISTRATION.	YES	NO	NA
<b>a. MISSIONING PROCEDURES (REF USAREC REG 601-73):</b>			
(1) Is the RS commander maintaining a copy of all YTD USAREC Forms 711-2 (Monthly and Quarterly Mission Box)?	X		
(2) Is a mission memorandum being utilized to reflect changes in assigned missions and are administrative actions properly being posted to original USAREC Forms 711-2?	X		
(3) Are the New Recruiter Program, Noncommissioned Officer Education System, and individual recruiter leave status properly being incorporated into mission breakdown procedures?	X		
<b>b. PERSONNEL INFORMATION (REF AR 670-1 AND AR 600-9):</b>			
(1) Is soldier appearance (uniform and weight) in accordance with AR 670-1 and AR 600-9?	X		
(2) Morale and attitude of all soldiers assigned?	X		
(3) Does each recruiter assigned possess a valid military identification card and driver's license? Army Values Card? USAREC Form 1128 (Army Sexual Harassment Policy Card)?		X	
(4) Does the RS participate in a physical fitness program and have all Army Physical Fitness Test failures been properly counseled by a member of the CLT?	X		
<b>c. FACILITIES, VEHICLE UTILIZATION, AND NATIONAL VOTER REGISTRATION ACT (NVRA) PROCEDURES:</b>			
(1) Is the appearance of the RS neat, orderly, and professional?	X		
(2) Are hours of operation established for the RS and are they properly posted?	X		
(3) Does the RS possess a copy of the RS's lease and janitorial contract and are satisfactory janitorial services being provided in accordance with arrangements?	X		
(4) Are proper security and key control procedures being performed?	X		
(5) Does the RS possess a copy of the NVRA instructional booklet on hand and is an ample supply of DD Forms 2644 (Voter Registration Application) and DD Forms 2645 (Voter Registration Information) on hand?	X		
(6) Are recruiters trained on the proper procedures of the NVRA and is the RS commander enforcing compliance during DPR?	X		
(7) Are Government vehicles being properly maintained and used for official business only? Are USAREC Forms 584 (Motor Vehicle Usage Record) being properly completed, screened by the RS commander, and turned into the CLT monthly for review? Are recruiters performing risk assessments prior to operating Government vehicles and documenting them on USAREC Form 1144 (Risk Management Card) in accordance with USAREC Reg 385-2?		X	
<b>REMARKS:</b>			
<b>DATE OF INSPECTION AND NAME OF INSPECTOR:</b> 1 Nov 01/CPT Paske			
<b>DEFICIENCIES:</b> SSG Miller's identification card expired 2 months ago. RS presents an exceptionally neat and professional appearance. Good Job! Recruiters are not completing risk assessments (USAREC Form 1144) on a daily basis prior to operating their Government vehicles. SSG Moore's Government vehicle is missing a first aid kit.			
<b>CORRECTIVE ACTION AND SUSPENSE DATE:</b> Ensure SSG Miller gets a new identification card. 8 Nov			
Have each recruiter review USAREC Reg 385-2. Ensure that risk assessments are completed daily 8 Nov			
prior to recruiters operating Government vehicles. Obtain a first aid kit from Rctg Bn S4 for SSG Moore's Government vehicle.			
<b>FOLLOWUP INSPECTOR, RESULTS, AND DATE:</b> 1SG Castillo - New identification card obtained by SSG Miller. 9 Nov			
1SG Castillo - Recruiters now completing risk assessments daily. First aid kit obtained from S4 for SSG Moore's Government vehicle. 9 Nov			

Figure N-1. Sample of a completed USAREC Form 660 (Continued)





**ADDITIONAL REMARKS** (refer to section, title, and action):

Cont'd from 4a(3) - Corrective Action and Suspense Date: Followup with all uncommitted, untested applicants to see if they will at least take the test.
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Cont'd from 4e - Corrective Action and Suspense Date: (DEP referrals) prospecting. Use the "Who do you know?" method of obtaining referrals.

**Figure N-1. Sample of a completed USAREC Form 660 (Continued)**

## **Appendix O**

### **School Information Screens**

#### **O-1. General**

The ARISS School Information screens are designed to record market data and recruiting activities associated with each assigned school, and provide the CLT with a method of determining progress made in penetrating the school market. Information entered on these screens is obtained from recruiters, LRLs, ALRLs, and school information located on the RWS.

#### **O-2. Procedures**

The ARISS School Information screens are designed to make it easier for the CLT to access information about schools assigned to the Rctg Co's recruiting area. This function will allow you to have up to date historical data on all your schools' performance and productivity. This tool used in conjunction with the paper-based school folder will enhance your ability to design a productive SRP. The ARISS School Information function is divided into three screens.

a. The School Information Screen. This section is for school profile data. The basic school information, names, address and telephone number, etc., are automatic inputs from the ARISS TOS. The recruiter will input faculty and academic information.

b. The School Activities Screen. Recruiters will use this screen to document all accomplishments at schools (who, what, when, where, and how). This screen will display what has been accomplished and the next scheduled activities at the schools.

c. The Student Information Screen. Recruiters will use this screen to maintain a list of key students and people at the school. Recruiters will enter the title (coach, newspaper editor, president, etc.), name, e-mail address, and telephone number for these key personnel.

#### **O-3. Analysis of the report**

ARISS School Information screens may be used to examine, in conjunction with school folders, recruiter effectiveness in the school recruiting market.

a. Analysis of the previous year's enlistments, the current DEP and DTP goals, and contract progress may indicate action which must be taken to improve recruiter performance through sales training, lead generation training, program administration assistance, or assistance in gaining school access.

b. Efforts should be made to schedule SASVAB testing, at least once per year, in each assigned school. Seniors and juniors should be scheduled for testing in secondary schools. College level schools should offer the test to all students. Failure to obtain an entry for the SASVAB test date in the first month of the new SY will result in special emphasis by the Rctg Co commander to schedule the test. In cases where another service is assigned responsibility for scheduling the test, coordination with that service will be required upon commitment of the

school administration. The ESS at Rctg Bn level will target schools that decline participation.

c. Analysis of school population and SASVAB participation will indicate if sufficient planning, advance work, and coordination with the school administration has been performed by the assigned recruiter. The maximum number of students participating in the SASVAB should be the goal for each recruiter.

d. Contracts should be written throughout the SY reflecting regular and systematic involvement of the recruiter in the school marketplace.

## Appendix P Time Management

### P-1. General

Good time management is critical to a CLT. A CLT must formulate a general plan of action prior to the beginning of a week, month, quarter, and FY. If this is not done, the CLT could find themselves duplicating each other's efforts, missing critical actions such as training requirements, DEP functions, COI requirements, various Recruiter Program evaluations, and inspection requirements. The results of poor time management are untrained soldiers, unguided RS commanders, unprogrammed DEP losses, and ultimately mission failure. The following paragraphs address daily, weekly, and monthly time management.

### P-2. Procedures

a. Daily time management. A typical day of a CLT involves many actions, the most important

of which is DPR with RS commanders and RS visits. Some time must be devoted to administration. It is up to each CLT on how they will structure their day with all these activities. Within the time allotted for RS inspections, a CLT may include Recruiter Program evaluations, house calls with recruiters, RS commander training, COI functions, and HS visits.

b. The plan is not all inclusive. The point is to structure your day and stick to the plan. Don't get caught up in the Rctg Co headquarters answering telephones or doing administrative work that is scheduled for another time. Don't let outside personnel interrupt your day without good cause. If you are known for sticking to your daily plan, other people will not try to interrupt you.

c. Weekly time management. Begin developing the weekly plan by an interface session between the 1SG and Rctg Co commander. Weekly schedules should complement rather than duplicate each other. You may want to be in

separate RSs, or at times in the same RS at the same time. Ensure that you consider such things as Rctg Bn and Rctg Bde visitors. Do not go from day to day making your plans.

d. Monthly time management. Construct this plan in similar fashion to the weekly plan, using the monthly calendars in the front of the planning guide. Use any and all training and event calendars from Rctg Bn sections all the way down to the RS. Include visits to RSs when RS training is in session. Figure P-1 contains a sample of what a monthly calendar may look like.

### P-3. Analysis

The commander and 1SG should construct all time management plans together to avoid conflicts and to maximize effective use of time. The time management plan should have the CLT present in the RSs to the maximum extent possible, where they can impact on production.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT & SUN
					1
2 ADMIN DAY	3 BANK RS	4 RECRUITER PROGRAM TRAINING	5 JOHNSON RS	6 RCTG CO PT	7 RCTG CO DEP FUNCTION
					8
9 ADMIN DAY	10 TULLY RS	11 RCTG CO COI FUNCTIONS	12 INSPECT RIVERSIDE RS TRAINING	13 RCTG CO PT	14
					15
16 ADMIN DAY	17 VISIT 104 INF DIV	18 CLEVELAND HS VISIT	19 GRESHAM HS VISIT	20 RCTG CO PT	21 PROCESSING SATURDAY
					22
23 ADMIN DAY OCS/WOFT BOARD	24 JOHNSON RS	25 BANK RS	26 RIVERSIDE RS	27 INSPECT TULLY RS TRAINING	28
					29
30					

Figure P-1. Example of a completed monthly calendar

## **Appendix Q**

### **Hometown Recruiter Assistance Program**

#### **Q-1. Purpose**

HRAP allows outstanding soldiers regardless of rank or age to return to their hometowns to assist in the Army's recruiting efforts. It is up to recruiters and commanders to ensure the program is used to the fullest extent possible. A successful HRAP in your unit is a significant combat multiplier. These soldiers who return home and tell the Army story are a valuable tool for the individual recruiter. Their ability to relate to friends, family, community leaders, and HS classmates can be vital to the accomplishment of our mission.

#### **Q-2. Responsibilities**

a. The Deputy Chief of Staff for Personnel has overall responsibility for maintaining policy and procedures for this program.

b. Commanding General (CG), United States Total Army Personnel Command will:

(1) Control personnel actions for HRAP participants under this regulation.

(2) Effectively promote this program within the personnel community.

c. CG, United States Army Training and Doctrine Command; CG, United States Army Forces Command; and all major Army commands (MACOMs) will:

(1) Ensure their installations establish an HRAP point of contact for processing electronic applications using the HRAP database.

(2) Educate commanders at all levels of the Army on the program and its importance in the recruiting process.

d. CG USAREC has overall responsibility for HRAP.

e. Director of Recruiting Operations, HQ USAREC, will:

(1) Establish an HRAP manager responsible for supervising and managing HRAP.

(2) Educate commanders at all levels of Army commands on the program and its importance in the recruiting process.

f. HQ USAREC HRAP manager will:

(1) Establish and maintain liaison with supporting MACOMs and Headquarters, Department of the Army to identify and resolve problems regarding HRAP.

(2) Receive all applications from MACOMs.

(3) Inform Rctg Bde, Rctg Bn, and RS HRAP managers of HRAP participants and dates of duty.

g. IG, HQ USAREC, will incorporate a review of HRAP utilization into staff visits to Rctg Bdes, Rctg Bns, Rctg Cos, and RSs as a CG USAREC item of special interest.

h. Rctg Bde commanders will:

(1) Educate commanders at all levels on the program and its importance in the recruiting process.

(2) Incorporate the operation of HRAP into staff visits to Rctg Bns.

(3) Appoint a primary and an alternate HRAP manager to maintain the Rctg Bde HRAP.

(4) Establish points of contact with Army installations within your area of operation to encourage HRAP participation.

i. Rctg Bde HRAP managers and alternates will:

(1) Establish points of contact with Army installations within their area of operation to encourage HRAP participation.

(2) Manage the Rctg Bde program to include monitoring the HRAP Web site for compliance on the number of soldiers currently participating in HRAP, to include arrivals, no shows, number of appointments conducted from HRAP referrals, and contracts resulting from referrals.

j. Rctg Bn commanders will:

(1) Ensure all Rctg Co commanders are familiar with HRAP and the procedures for recommending enlistees.

(2) Appoint a primary and alternate HRAP manager to maintain the Rctg Bn HRAP and maintain close coordination with the Rctg Bde HRAP manager.

(3) Ensure HRAP is a point of interest in visits to Rctg Cos and RSs.

k. Rctg Bn HRAP managers and alternates will:

(1) Inform Rctg Cos and RSs of HRAP changes received from the Rctg Bde HRAP manager.

(2) Manage the Rctg Bn program to include monitoring the HRAP Web site for compliance on the number of soldiers currently participating in HRAP, to include arrivals, no shows, number of appointments conducted from HRAP referrals, and contracts resulting from referrals.

l. Rctg Bn advertising and public affairs will coordinate with the Rctg Bn sergeant major to develop a local publicity program.

(1) Write and send news releases to appropriate media in the area served by the HRAP participant. Particular attention will be given to weekly and community newspapers and local radio stations.

(2) A feature news release, with photographic support, if available, should be written and sent to media in the area served by the HRAP participant if that soldier had an outstanding tour of duty by obtaining two contracts.

(3) Other public forums such as local radio and television talk shows, civic and business clubs, and educational associations should be cultivated to secure opportunities for HRAP participants to share their experiences.

(4) At no time will an HRAP participant be left alone at a public appearance. At a minimum, the responsible recruiter or others in the chain of command will accompany that participant with an offer to coappear at the forum.

m. Rctg Co commanders will:

(1) Ensure all RS commanders and recruiters are familiar with the program and HRAP Web site procedures.

(2) Ensure participant's efforts are properly directed toward generating high school diploma graduate (HSDG) and/or high school senior leads and enlistments.

n. RS commanders will:

(1) Ensure all recruiters are familiar with HRAP procedures and inform the new enlistee to apply for HRAP through their chain of command once they reach advanced individual training (AIT) or are near completion of one-station unit training.

(2) Properly document and post all leads and contracts received from an HRAP participant on the HRAP Web site.

(3) Inform the Rctg Bn advertising and public affairs office upon an HRAP participant's arrival to the RS to ensure maximum publicity in local area is utilized.

#### **Q-3. General**

a. The tour of duty for HRAP is 14 days in a permissive TDY status. CG USAREC may approve or disapprove extensions beyond the original HRAP period of 14 days, but may not extend anyone beyond a total of 20 days of HRAP duty. The participant must meet the following criteria:

(1) Volunteer to perform duty in a permissive TDY status at no cost to the Government.

(2) Be an HSDG. General equivalency diploma holders require 15 semester hours or more of college credits.

(3) Participants must be stationed in the continental United States, on orders to permanent change of station to or from overseas, or on ordinary leave from overseas.  
NOTE: The individual's port call cannot be affected.

(4) Participants must reside within 50 miles of the RS they are assigned to support and have personal or public transportation available to and from the RS.

(5) Participants must not be in a flagged status (no exceptions).

(6) Participants must be an Army Civilian Acquired Skills Program, basic training graduate, AIT graduate, or one-station unit training graduate enroute to first duty assignment or permanent party soldier.

(7) Participants must have an approved DA Form 31 (Request and Authority for Leave) signed by the first lieutenant colonel in the chain of command.

b. Upon arrival of the HRAP participant at the RS, the RS commander must endorse the DA Form 31 (Request and Authority for Leave) and update the HRAP Web site application with the actual HRAP start date (within 48 hours of soldier's arrival).

(1) The USAREC HRAP Web site is to facilitate the processing of applications, assignment of individuals to RSs, verification of departure from training base or cancellation of HRAP, verification of arrival at the RS, and provide a rapid and accurate reporting system.

(2) Access to the USAREC HRAP Web site will be restricted to Army personnel (military and civilian) who have provided proof of a valid personal security investigation and a need for access.

#### **Q-4. HRAP briefing**

Brief the HRAP participant on the duties and

requirements.

a. HRAP participants briefing will include, but is not limited to, the following areas:

- (1) RS orientation (i.e., recruiters and area).
- (2) Overview and purpose of HRAP.
- (3) Recruiter responsibilities, improprieties, and chain of command.
- (4) HRAP mission goals during their tour of duty.
- (5) Work schedule, to include special events.
- (6) HRAP recruiting limitations (do's and don'ts).
- (7) How to generate leads.
- (8) Required permissive TDY paperwork for tour.
- (9) Uniform requirements.
- (10) Resources available to perform duty.
- (11) Recognition and awards for recruiting achievements.
- (12) Basic MEPS overview.
- (13) Causes for HRAP termination.
- (14) Uniform Code of Military Justice jurisdiction.

b. Duty requirements for participants:

- (1) Soldiers will report to the designated RS commander on the day HRAP duty commences in Class A uniform with a signed DA Form 31 authorizing participation.
- (2) Provide own transportation to and from the RS at no cost to the Government.
- (3) Represent the Army to the best of their ability.
- (4) Participants are not authorized to work more than 24 hours per week in the execution of HRAP duties.
- (5) Generate as many HSDG and high school senior leads and enlistments as possible during the tour of duty.
- (6) Discuss the Army with DEP and DTP members to assist with reinforcing their commitment.
- (7) Speak to groups as directed by the RS commander.

c. This inbriefing will be conducted without fail by the RS commander.

d. HRAP participants will not:

- (1) Drive applicants to MEPS medical appointments.
- (2) Hand-carry administrative or recruiting paperwork.
- (3) Run police checks, court record checks, or requests for references.
- (4) Be utilized to perform RS administrative support.
- (5) Perform cold telephone prospecting from RS LRLs.
- (6) Drive Government-owned vehicles.

#### **Q-5. Completion of duty**

Once the HRAP soldier's tour of duty is complete, the RS commander will endorse the DA Form 31 to ensure period of permissive TDY is correct and update the Web site application with the actual HRAP end date and information (within 48 hours of departure).

NOTE: For those individuals who are home on leave and were not previously processed for

HRAP participation, the RS commander must contact the gaining unit (normally the replacement center) and get approval from the commander or 1SG for the soldier to report in late for the purpose of participating in HRAP. Once approval is granted, the RS commander must prepare a memorandum for record (MFR) stating the name of the individual who granted approval from the gaining unit and new reporting date authorized. Once the MFR is completed, the Rctg Bn commander must sign the DA Form 31 authorizing HRAP participation. The RS commander must input the application into the HRAP Web site and ensure the HRAP participant has a copy of the MFR on hand for inprocessing at his or her next duty assignment.

#### **Q-6. Officer participation**

Utilization of officers for participation. Officers have been encouraged to assist their hometown recruiters whenever possible. The response from the officer corps has been positive with them showing up in RSs with signed DA Forms 31 volunteering to pull HRAP duty. In order to utilize officers efficiently:

a. Officers will coordinate directly with the Rctg Bn where they are volunteering for HRAP duty in a permissive TDY status. Officer volunteers should be made aware that they will not be paid per diem while on permissive TDY.

b. Rctg Bns will be responsible for inputting HRAP applications to the HRAP Web site.

c. The Rctg Bn commander or executive officer will determine the best way to utilize the officer to perform HRAP duty. Itinerary and duties will be commensurate with his or her grade. The comments block will indicate the Rctg Bn approval authority (commander or executive officer) that accepted the officer for HRAP duty.

d. If the Rctg Bn cannot effectively use the officer for HRAP duty, a copy of the officer's request and the reason he or she can't be used will be faxed to the HQ USAREC HRAP manager at (502) 626-0943.

#### **Q-7. Awards and recognition of participants**

a. Commanders at all levels are encouraged to recognize outstanding performance of participants by using certificates of achievement and letters of appreciation.

b. Exceptional performance should be recognized through requesting two-star notes from the CG USAREC.

c. Recommendation for impact awards must be made through the soldier's parent unit.

#### **Q-8. Mandatory followup training**

Soldiers with mandatory followup training after AIT (i.e., airborne training):

a. Are eligible to participate following completion of mandatory training.

b. May be considered for participation while waiting for a class date providing time permits. Any inquiries concerning HRAP can be addressed to the HQ USAREC HRAP manager at 1-(800)-223-3735, extension 60362 or DSN 536-0362.

## Glossary

### AAR

afteraction review

### ACF

Army College Fund

### ADSW

active duty for special work

### AIT

advanced individual training

### ALRL

automated lead refinement list

### AMEDD

Army Medical Department

### ARISS

Army Recruiting Information Support System

### ASVAB

Armed Services Vocational Aptitude Battery

### BLT

battalion leadership team

### CG

Commanding General

### CLT

company leadership team

### COI

centers of influence

### CTT

common task training

### DEP

Delayed Entry Program

### DOD

Department of Defense

### DPR

daily performance review

### DTP

Delayed Training Program

### ESS

education services specialist

### EST

Enlistment Screening Test

### FY

fiscal year

### FYTD

fiscal year-to-date

### HCR

health care recruiter

### HQ USAREC

Headquarters, United States Army Recruiting Command

### HRAP

Hometown Recruiter Assistance Program

### HS

high school

### HSDG

high school diploma graduate

### IG

inspector general

### LP/LS

low penetration and low share

### LRL

lead refinement list

### LSA

lead source analysis

### MACOM

major Army command

### MAP

mission accomplishment plan

### MEPS

Military Entrance Processing Station

### MET

Mental Evaluation Testing; Mobile Examining Team

### MFR

memorandum for record

### NCO

noncommissioned officer

### NCO-ER

Noncommissioned Officer Evaluation Report

### OCS

Officer Candidate School

### PDR

prospect data record

### PL

processing list

### PMS

production management system

### PT

physical training

### RA

Regular Army

### Rctg Bde

recruiting brigade

### Rctg Bn

recruiting battalion

### Rctg Co

recruiting company

### RMA

recruiting market analysis

### ROTC

Reserve Officers' Training Corps

### RS

recruiting station

### RSB

United States Army Recruiting Support Battalion

### RSID

recruiting station identification

### RSM

recruit ship month

### RWS

recruiter workstation

### SASVAB

Student Armed Services Vocational Aptitude Battery

### SRP

School Recruiting Program

### STAR

Station Training Assessment Review

### SY

school year

### TAIR

Total Army Involvement in Recruiting

### TDY

temporary duty

### TOS

Top of the System

### TPU

troop program unit

### USAR

United States Army Reserve

### USAREC

United States Army Recruiting Command

### VIP

very important person

### WOFT

Warrant Officer Flight Training

### YTD

year-to-date

### 1SG

first sergeant